



Low-carbon
economy

EXCHANGING EXPERIENCES ON MODAL INTERCHANGE POLICIES TO FOSTER A LOW-CARBON URBAN MOBILITY

The MATCH-UP methodology



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GLOSSARY OF TERMS

Acronym	Meaning
AP	Action Plan
GP	Good Practice
ITM	Interregional Thematic Meeting
KF	Key Factor
LP	Lead Partner
OP	Operational Programme
PP	Project Partner
ShG	Stakeholder Group
SRA	Southern Regional Assembly
SUMP	Sustainable Urban Mobility Plan
ZVSN	Public Transport Authority Organisation of the South Lower-Saxony (DE)



INTRODUCTION

MATCH-UP in a nutshell

European regions are experiencing growing levels of air pollution, CO2 emissions, and traffic congestion. In a situation of general lack of financial resources for big infrastructural investments, the development of sustainable multimodal mobility becomes one of the EU key challenges. To be more efficient, mobility systems require greater integration at each territorial level. Therefore, to overcome the current barriers, EU regions need integrated strategies enhancing an effective modal interchange and a higher integration between land use and transport planning processes.

MATCH-UP project focuses on the optimization of the places where people change between transport modes. By considering 5 main types of low carbon means of transport (Walking; Cycling; Rail transport; Public transport; Green Vehicles), MATCH-UP aims at achieving significant improvements of modal interchange within 4 involved territories: the Southern Region of Ireland, the County of Norheim (Germany), the Municipality of Funchal (Portugal), and the Municipality of Timisoara (Romania).

The overall objective is to embed multimodal mobility strategies into the Project Partners' mobility policies by defining design requirements concerning interchange nodes and transport services for managing and coordinating the interchange, and by developing tools and methods to assess different policies and design scenarios and to define the priority level of multimodal actions.

Within the project, the interregional and multilevel exchange of experience process, through various activities as staff exchanges and site visits, and the involvement of local Stakeholder groups (e.g. policy makers, managing authorities, transport service providers) increased skills and knowledge among policy makers and other public administration staff, thus influencing their capacity to promote new initiatives towards sustainable mobility.

Beside Project Partners and local Stakeholders, MATCH-UP reached other Target Groups through local dissemination activities and events.

This **e-book** aims at describing in detail the learning process developed within MATCH-UP to stimulate the exchange of experience mainly at interregional and local levels. It can be a useful reference for those who are interested in establishing an exchange of experience process among peers that are dealing with the same topics and co-designing effective and tailored solutions at local level with the active involvement of the local Stakeholders who are key players for achieving good results.

SECTION 1

Issues addressed and objectives

Sustainable multimodal mobility is one of the key challenges for EU cities and worldwide.

In the European context, the Action Plan on Urban Mobility (COM (2009) 490) and the White paper on Transport policies¹ stress the need of ensuring greater integration, interoperability and interconnection of transport networks, while the strategy *Together towards competitive and resource-efficient urban mobility* (COM (2013) 913) focuses on the need to shift towards low-carbon transport by promoting walking, cycling, public transport and green vehicles. According to Schoemaker et al.², transport efficiency is an EC policy priority for the reduction of CO2 emission in the transport sector. This can be obtained by improving infrastructures, shifting passengers to modes with low CO2 and enabling passengers to plan door-to-door multimodal trips with the aid of integrated timetables and tickets. Multimodal mobility also fits the Europe 2020 strategy, which encourages focus on the urban dimension of transport, where congestion and emissions are concentrated, and on smart and interconnected transport which are key elements for supporting the EU's economic growth.

MATCH-UP considers modal interchange a fundamental prerequisite for the promotion of sustainable transport policies and actions, therefore wants to contribute to this transition to low-carbon mobility

by improving regional and local policies in the field of multimodal mobility, by embedding multimodal mobility strategies into the Project Partners' Policy Instruments, thus enabling the shift to more sustainable, low-carbon alternatives for transport and mobility.

This transition is boosted by working on policy learning, sharing knowledge and transfer of Good Practices, and by strengthening the cooperation among local key Stakeholders in the transport and mobility sector and with the consultation of the different target groups.

To achieve this goal MATCH-UP established a well-structured methodology for exchanging and transferring valuable strategies, knowledge, and solutions in the field of multimodal and sustainable mobility among different territories towards the definition of relevant and effective strategies and actions to influence the current mobility policies.

This learning process can be adopted by other territories interested in sharing experiences with other contexts and capitalize these learnings at the local level by co-developing new strategies with the relevant Stakeholders, in order to achieve a concrete policy change and to further foster the use of low-carbon means of transport.

¹ European Commission (2011). Transport White Paper – *Roadmap to a single European transport area – Towards a competitive and resource efficient transport system*. European Commission, Brussels

² Schoemaker, J., Scholtz, A., and Enei, R. (2012). *Towards low carbon transport in Europe*. European Commission, doi:10.2832/7573

SECTION 2:

The MATCH-UP methodology. Main features

To improve the Project Partners' skills on multimodal mobility planning and implementation, MATCH-UP proposed a methodology to enable an effective exchange and transfer of experiences among them.

The development of the MATCH-UP methodology started to form the identification of a preliminary framework based on 2 main elements:

1. The adoption of best practice and policy transfer approach that refers to the attitude of sharing best practices for promoting an effective policy transfer and learning, which is very common in the European programming and policy frameworks³, also involving the transport and mobility sector;
2. The identification of five main low carbon means of transport that characterize the multimodal features of the Good Practices and on which to concentrate on achieving an effective interchange among them:



I. Walking



II. Cycling



III. Rail transport



IV. Public transport



V. Green vehicles

This framework depends on the funding programme in which MATCH-UP is inserted and the specific topic characterizing the project. Indeed, the Interreg Europe programme is based on the exchange of experience through best practices to learn and share knowledge among different European regions. MATCH-UP is funded by Interreg Europe under the "Low-carbon Economy" field, where low-carbon mobility and multimodality play an important role.

This preliminary framework oriented the definition of two main pillars that characterize the MATCH-UP methodology:

- The adoption of a **multilevel learning approach**, involving the most relevant actors that directly or indirectly play a role in achieving a real policy change and their connected results,
- The establishment of a **knowledge transfer framework** that starts from the collection, analysis, and sharing of Good Practices of multimodality involving the 5 low carbon means of transport and ends with the embedment into the local transport and mobility policy instruments of key elements deriving from the practices in force in other European regions.

These two pillars represent two different but integrated domains within which to feed a continuous discussion and exchange at different institutional levels, to make the good practices transferable and adaptable to the local territorial contexts.

³ Bulkeley, H. (2006). *Urban sustainability: learning from best practice?*. Environment and Planning, A, Volume 38, Issue 6, p. 1029-1044

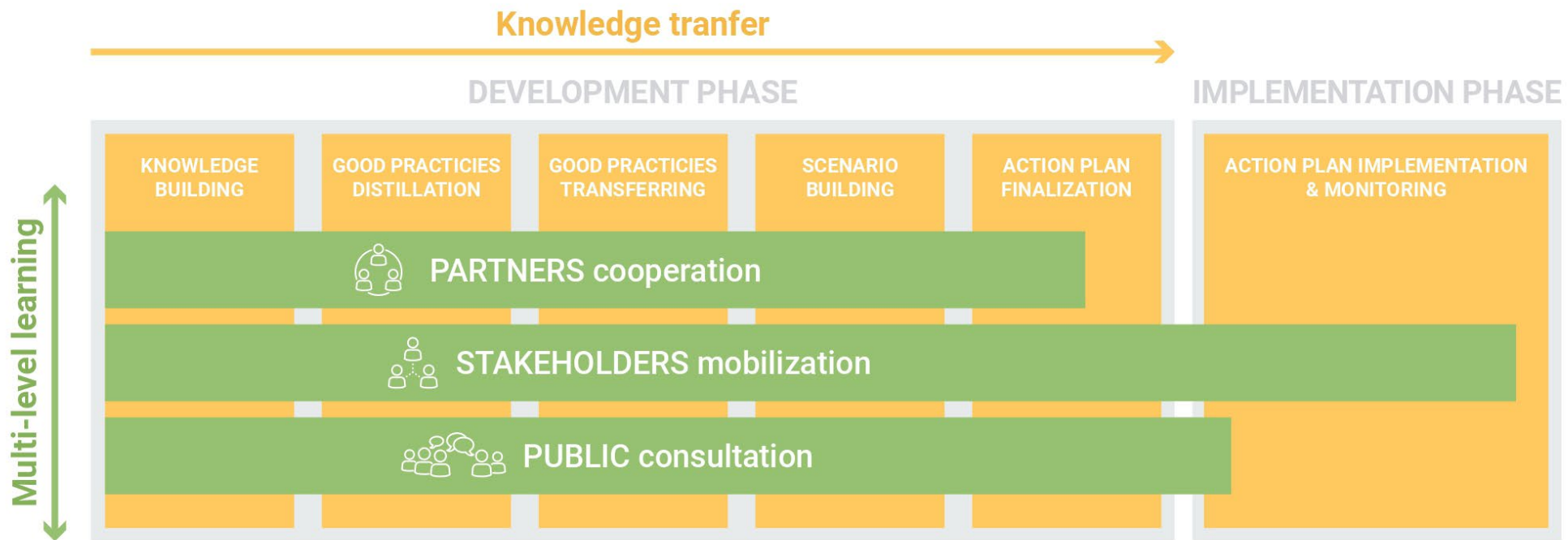


Figure 1: The knowledge transfer and multilevel learning domains representing the basis of the MATCH-UP methodology

2.1 Different levels of sharing and learning

Interreg Europe considers the policy learning process a key driver for achieving policy change and asks that it occurs at different levels, involving relevant stakeholders and actors. Different levels of learning, involving the organizations which are members of the project, their local stakeholders, and other institutions competent in the specific field of the project are identified by the program.

Along this direction MATCH-UP has set its own multilevel learning and sharing framework, based on 3 main levels of interaction:

- **Partners cooperation**, involving the staff members of the different regions working in the project and colleagues with whom they share tasks, duties, and experiences. This cooperation produces seeds of knowledge that are shared inside the institutions and with the actors involved in the other learning levels.
- **Stakeholder mobilization**, involving actors who have relevant roles in managing specific policies and services connected with the project topic or share responsibilities with the institutions involved in the project. Stakeholder mobilization and engagement increases the common understanding of specific issues, solutions, and possible alternatives. At the same time, stakeholder engagement can sometimes resolve contrasts and allows that the final decisions become more feasible.
- **Public consultation**, involving other target groups that are interested in or are affected by the policy change and its specific effects and results. These actors include: other stakeholders not directly involved in the knowledge exchange and in the shared

decision making process that is developed at the stakeholder mobilization level, practitioners associations and delegates acting as consultants for the public administrations in the field of urban and transport planning, citizens and users associations, research organizations, environmental associations.

These three learning levels are fully integrated along with the knowledge transfer process. Indeed, specific activities for engaging partners, stakeholders, and other target groups are foreseen from the beginning to the end of the process and are strongly interrelated, to feed each other.



Figure 2: The three levels of sharing and learning

Each interaction level is characterized by specific activities and events that stimulate the knowledge exchange all along the knowledge transfer process, ensuring wider participation of all relevant actors, from partners and regional staff to stakeholders, including also citizens through local communication and dissemination activities.

The main types of activities and events set at each interaction level are:

- **Partner cooperation:**

- **Interregional Thematic Meetings** (ITMs), which are technical periodic meetings involving the staff members of the Partner Institutions to set the bases for developing the main periodic outputs to feed the learning and transferring process. These meetings are in presence and remote and represent continuous exchange and cooperation necessary for constantly managing and adapting the process.
- **Site Visits**, which are on-site activities targeted to the guest staff members expert in mobility and transport topics and aim to better understand the functioning and on-the-ground effects of the good practices addressing multimodality and low-carbon urban mobility. All Project Partners and key Stakeholders are invited to participate as part of the hosting institution, showing the Good practice they manage directly on the ground, or as a guest, travelling to visit the other Partners and

Stakeholders and learning in practice from them. The site visits are concentrated in the first part of the project life, in order to give PPs the possibility to experience and evaluate in person the on-going practices within the other PPs' territories since the beginning of the Action Plan development process. Thereby, partners could become more familiar with the GPs of their interest and related planning, management, and construction issues, ensuring a better data collection and assimilation.

- **Staff Exchanges**, on-site activities targeted to the hosting Partner that aims to share experiences concerning transport and urban planning, tools, and technical knowledge and to reflect on gaps and strengths of the hosting PP's context. These meetings are mainly targeted to PPs' technical and political staff, who might improve knowledge, skills, and way of working. Hosting PPs' staff reflect on their current mobility policies and practices identifying pros and cons in a sort of self-review. At the same time, the other PPs assess the hosting PPs' transport policies (peer review) giving an outside view. By comparing the outcomes of the two analysis, challenges and weaknesses are highlighted.

- **Stakeholder mobilization:**

- The main activities are the local **Stakeholders' Group Meetings** (ShGMs), which are technical meetings to

discuss and co-develop the main elements, which constitute the project outputs together with the relevant Stakeholders. Therefore, each ShGM has a specific aim and dynamic that relates to the knowledge transfer stage in which it is comprised.

- **Public consultation:**

- This level is characterized by several communication and dissemination activities involving citizens and the local community. The most relevant ones are the **Mobility Cafés workshops**, which are events to present the project aims and outcomes and where to gain feedback from the audience which is fundamental for better finetuning the scope and the specific goals of the policy change.

These events are important milestones for the entire methodology and are carefully disseminated along the knowledge transfer process, to feed a fruitful and multilevel exchange characterizing the whole process.

SITE VISIT development scheme

WHY	To visit the places where the Good Practice(s) come(s) from. To discuss the transferability in Project Partners' territories.
WHAT	½ day site visit
WHO	<ul style="list-style-type: none"> - Technical staff from Project Partner organisations. - Decision makers / politicians from Project Partner organisations. - Local Stakeholders.
WHEN	Within the learning period, Good Practices selection and Action Plan development phase, in conjunction with the staff exchanges.
WHERE	In each PP's region
HOW	<p>BEFORE THE MEETING: Engage local Stakeholders to be active part of the visit. Organise the Agenda and more info on the Good Practices to visit.</p> <p>DURING THE MEETING: Stimulate the interaction among Partners and Stakeholders. Take pictures and report main outcomes.</p> <p>AFTER THE MEETING: Write up an Evaluation Report.</p>

STAFF EXCHANGE development scheme

WHY	To share experiences concerning transport and urban planning, tools and technical knowledge and to reflect on gaps and strengths of the hosting Partner.
WHAT	1-day meeting
WHO	<ul style="list-style-type: none"> - Technical staff from Project Partner organisations. - Decision makers / politicians from Project Partner organisations. - Local Stakeholders.
WHEN	Within the learning period, Good Practices selection and Action Plan development phase, in conjunction with the site visits.
WHERE	In each PP's region
HOW	<p>BEFORE THE MEETING: Organise the Agenda of the meeting as well as the list of Stakeholders to meet, booking bilateral meetings if needed.</p> <p>DURING THE MEETING: Engage all the participants. Take photos and videos to document the event.</p> <p>AFTER THE MEETING: Write up an Evaluation Report and a Meeting Report.</p>

INTERREGIONAL THEMATIC MEETING (ITM) development scheme

WHY	To provide guidance on the project implementation. To report on the implementation of the activities at local level.
WHAT	1-day meeting
WHO	<ul style="list-style-type: none"> - Project Partners (PPs). - At least one Stakeholder invited by each PP.
WHEN	Along all the project life, from the Action Plan development phase to the implementation one – about one ITM in each stage event, eventually in conjunction with the site visits and staff exchanges.
WHERE	Meeting held in presence and hosted in turn by partners
HOW	<p>BEFORE THE MEETING: Organise the Agenda of the meeting and collect all the partners' presentations.</p> <p>DURING THE MEETING: <ul style="list-style-type: none"> ✓ Each Project Partner presents their Action Plan's development/ monitoring state of the art. ✓ The Leader Partner presents an overview and plan of the main aims and activities of the next project stages, discussing with other partners about management, technical, and financial details. </p> <p>In general, take photos and videos to document the event.</p> <p>AFTER THE MEETING: Write up the minutes. Make the presentations available to all partners.</p>

Scheme 1: Site Visit development scheme

Scheme 2: Staff Exchange development scheme

Scheme 3: Interregional Thematic Meeting (ITM) development scheme

2.2 The knowledge transfer framework

The knowledge transfer framework is the backbone of the entire methodology. It is articulated in 5 key stages that lead to the finalization of the actions that will produce a policy change. Indeed, the learning process has brought to the development of regional Action Plans containing a set of Actions that aims to achieve a real change in the current mobility and transport policies, embedding pieces or strengthening aspects of modal interchange.

An additional stage is the implementation of these actions and the monitoring of the results. These activities are undertaken by the involved Partners, together with their Stakeholders.

More in detail the main stages of the knowledge transfer framework are the following:

- **Stage 1 – Knowledge building**, dedicated to seeking and collecting Good Practices and measures adopted within the partner regions for reducing CO2 emissions generated by urban mobility, through the promotion of 5 main types of low-carbon means of transport, with a special focus on the role covered by modal interchange.
- **Stage 2 – Good Practice distillation**, to extract the most relevant Key Factors of modal interchange that determine the success of the analyzed Good Practices. The Key Factors relate to different features, such as planning and design, organizational, technological, and operational requirements linking and managing the 5 main types of low-carbon means of transport.
- **Stage 3 – Good Practice transfer**, represented by the definition of specific guidelines for transferring pieces of Good Practices concerning modal interchange in other contexts.

- **Stage 4 – Scenario building**, dedicated to co-design possible policy and design scenarios in each involved territory where new low-carbon mobility patterns are foreseen by applying the most valuable solutions of modal interchange coming from the GP distillation and transfer.
- **Stage 5 – Action plan finalization**, consisting of the final selection of the most promising planning and design scenarios for improving local multimodal low-carbon mobility and consequent translation into specific actions for making the scenarios a real change. In this stage, a monitoring scheme is set for supporting the implementation.
- **Implementation stage** – Action Plan implementation and monitoring. This stage is not directly included into the knowledge transfer but benefits from the definition of the monitoring scheme set in the previous stage and from the mutual collaboration established at the local level between the Project partners and their stakeholders.

These stages can be considered as small working units characterized by the development of one key output that is needed to proceed to the next stage. Each output is the result of a synergic work done at the different learning levels.

The different stages, related output, and specific preparatory activities typical of the three different learning levels and relevant for the achievement of the output are described in detail in the following section.

SECTION 3:

The MATCH-UP methodology in detail

The MATCH-UP methodology has been designed for supporting the Project Partner in undertaking all the learning process that works with activities and exchange of experiences both at the interregional and local level, basing on the identification, analysis, and transfer

of knowledge and practices. This is one of the main focuses of the Interreg Europe programme approach that is usually developed during the Phase 1, dedicated to developing an Action Plan, that is a roadmap for achieving a concrete policy change.

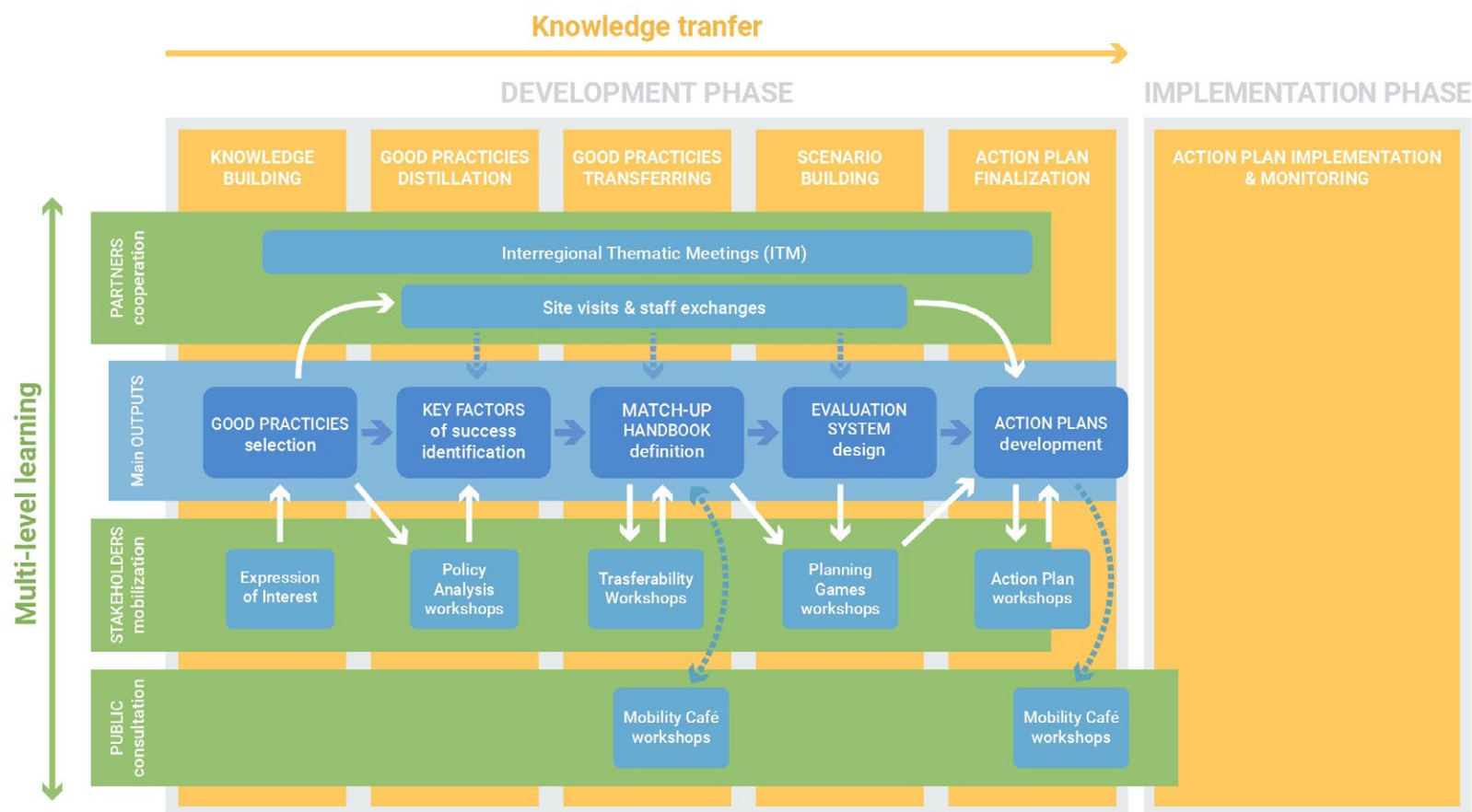
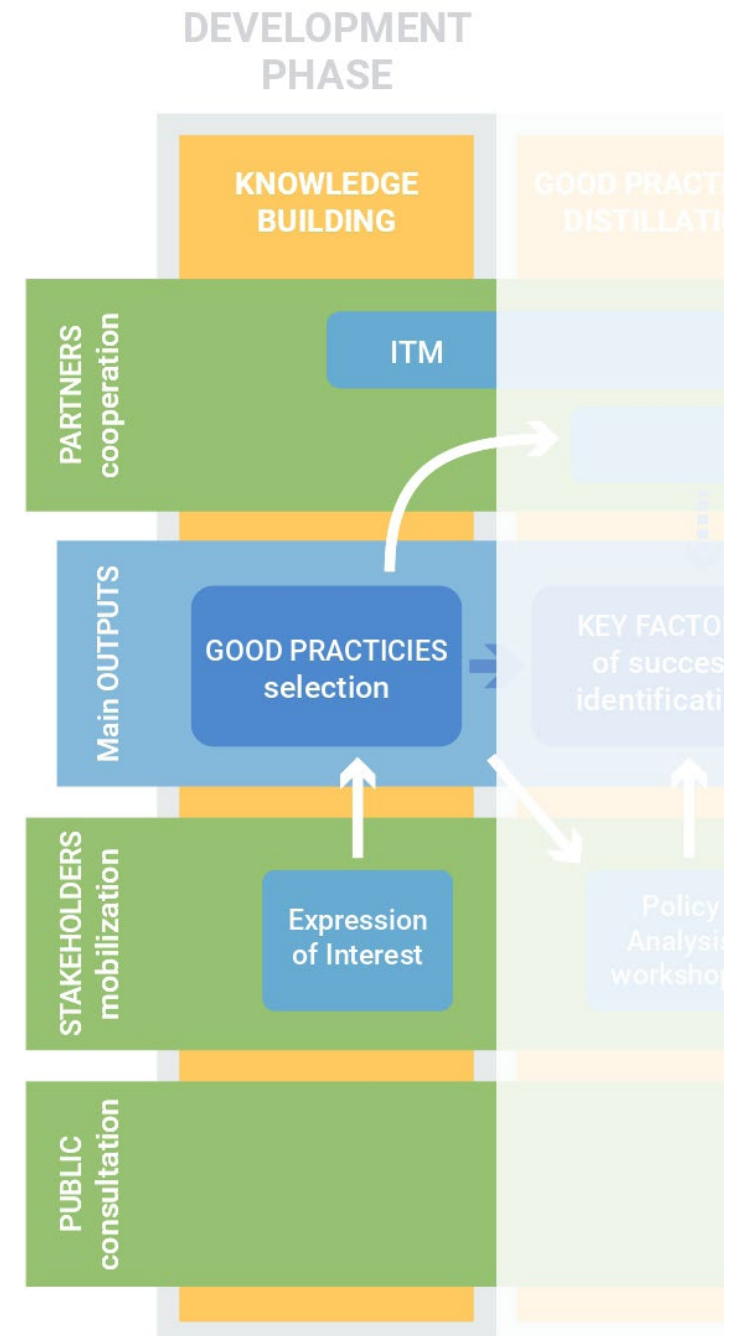


Figure 3: The knowledge exchange activities and outputs feeding each other

3.1 Stage 1 - Knowledge building

The 1st stage is dedicated to start working on current Good Practices (GPs) and measures adopted, at different planning levels, within the Project Partners' region for reducing CO2 emissions generated by urban mobility, through the promotion of the 5 main types of low-carbon means of transport and with a special focus on the role covered by modal interchange. The **selection of the Good Practices** is the first key project Output that feeds the next stage's activities.



Partner cooperation

The Partners start meeting for organizing the activities and defining the main structure of a common methodology for describing and systematizing the Good Practices concerning modal interchange, identified in their territory. The **common description framework** aims also to make these GPs more comparable with one another, studying the topic of modal interchange from different perspectives (urban, transport, etc.). The main aspects to investigate for each GP, included in the description framework are:

- planning and design requirements for ensuring an interchange-friendly urban space;
- organizational, technological, and operational requirements for ensuring better coordination among different means of transport, thus strengthening modal interchange, and enabling seamless mobility.

Once the description framework is set, the **collection of the Good Practices** can start. Not all the practices present in a given context can be relevant for the purpose of MATCH-UP.

Specific GP requirements have been asked, in relation to their usability and transferability:

- The Good Practice should be coherent with the MATCH-UP topic (low-carbon mobility and multimodality), and not necessarily managed by the Project Partner that proposes it.
- There should be evidence that the GP is successful in reaching its objectives (tangible results) and potential for learning and inspiration in other regions.

- Ease in gaining clear and meaningful information on it.
- The owner of the Practice is available to interact and being contacted for providing specific information on it.






The identification of the Good Practices present in each territory is further supported by the direct involvement of the local Stakeholders who can be aware of additional practices and can complement the collection and the final selection.



Figure 4: Pictures of the first Interregional Thematic Meeting held in Bologna (IT) in July 2018. It was the occasion for the Project Partners to know each other and to kick off the project's activities

Scheme 4: Framework developed to describe and systematize the Good Practices related modal interchange, identified by the MATCH-UP Project Partners within their territory

 GOOD PRACTICES DESCRIPTION FRAMEWORK 		
Title of the practice		
Extent of the practice (city/county/region/country)		
Region/country where the practice takes place		
Website (if available)		
Promoter(s) (owners/in charge) of the practice		
Name of the organization	Contact person	Role and responsibilities against the practice
Type of funding		
Year of introduction (please specify if it is still in force as well)		
Description of the practice (up to 2000 characters)		
Please describe the practice highlighting its relationship with the promotion of <u>multimodal mobility</u> .		

Low-carbon means of transport touched by the practice								
		(Yes/No)		(Y/N)		(Y/N)		(Y/N)
Walking & cycling			Rail transport			Public transport		
						green vehicles		
Other low carbon means of transport		(please briefly describe them)						
Main strengths of the practice in terms of: (Please briefly describe them, up to 1000 characters. Multiple responses are possible)								
Urban design features for interchange friendly urban spaces								
Urban and transport planning integration								
Interoperability of the transport services								
Technological support for intermodality								
Joint governance and coordination								
(Other)								
Main results and evidence of the practice success (Please provide some data and targets reached by the practice in terms of modal shift, CO2 reduction, behavioral change, etc., and try to use indicators to show the results)								

Stakeholder mobilization

An efficient and complete collection and description of the Good Practices according to the parameters set before depends on the possibility to establish collaboration and fruitful interactions with important stakeholders who are the owners of relevant Good Practices or collaborate with the partners in managing them. Therefore, the first activity to foresee at the local level is the formal engagement of the relevant stakeholders. In fact, to influence the local policy context and establish a real change based on the implementation of the MATCH-UP's Action Plans, establishing strong and successful collaborations with local Stakeholders is a key point for the effectiveness of the project itself.

To this aim, the MATCH-UP methodology proposes an **Expression of Interest**, an event dedicated to all the relevant Stakeholders active in the local context that are invited to form the local Stakeholder Groups in each territory. This event is intended to create a strong community of interested Stakeholders that will then support the Partners in all the steps of the project. Therefore, the Partners are invited to perform a deep analysis and mapping of the main Stakeholders in the Partner regions who should cover different interests related to the transport and mobility sector. Relevant Stakeholders can be sought among representatives of the public and private sectors and the civil society.

During the Expression of Interest the aim and scope of the project are presented, as well as the role of the local Stakeholders for collecting and sharing Good Practices, and consequently to contribute to the

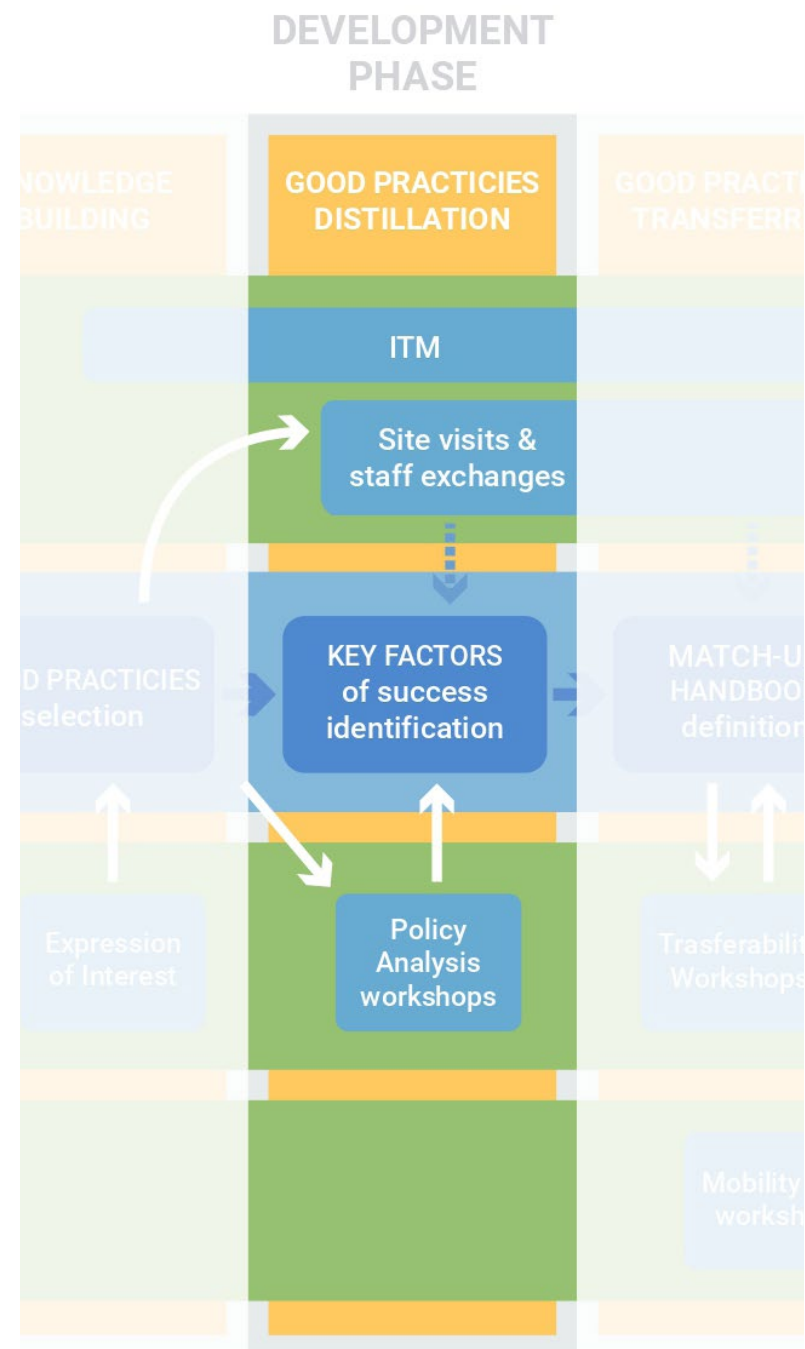
definition and implementation of the Action Plan. The Stakeholders are invited to express their interest and willingness to be involved in the project activities and take part in the Stakeholder Group. This way, the local Stakeholders are involved in the MATCH-UP activities since the beginning by actively taking part in the identification, collection, discussion, and selection of additional Good Practices they manage, to be shared with the other territories.



Figure 5: Pictures of the Expression of Interest events held locally by each Project Partner in July 2018

3.2 Stage 2 – Good Practice distillation

Starting from the description and systematization of the local GPs, the learning process proceeds with the distillation of the Good Practices, a process that aims at identifying **Key Factors** (KF) for successful modal interchange within the selected practices. The main features to consider relates to planning and design, organizational, technological, and operational requirements the practice show, which are crucial for ensuring an effective modal interchange. Deepening and understanding which elements are the most important allow to ease the adaptation and transferring of the GPs within other contexts. Therefore, each GP is assessed to extract key factors and solutions which really favor modal interchange and the promotion of low carbon means of transport. This is made possible also with the involvement of the local Stakeholders, which should provide their expertise by highlighting valuable policies, measures, and processes they are aware of at the local, regional, and national level. Finally, all the Project Partners start to analyse the current experiences within the foreign territories by Site Visits and Staff Exchanges, which are crucial activities to understand more the nature of the practices identified and their possible transferability. The analysis of the GPs in relation to their Key Factors of success is another important project output that leads to the opening of the next stage of the MATCH-UP methodology.



Partner cooperation

One Specific Interregional Thematic Meeting is dedicated to define a **Key Factors Framework** to categorize and organize all the elements characterizing an interchange system, at policy and design level, with a special focus on the interchange hubs, which are critical places where people change from one means to another. This framework is coherent with the description framework and is a starting structure that is further adjusted and finalized by the Project Partners together with their local Stakeholders, as well as the distillation of the GPs. Indeed, the local Stakeholders can provide their useful expertise, strengthening the overall learning process.

The analysis and collection of Key Factors led to the identification of 9 clusters with 52 Key factors in total, covering different domains:

1. Accessibility
2. Quality of the interchange environment
3. Safety and security
4. Efficiency of the interchange
5. Planning the interchange
6. Service information
7. Service coordination
8. Initiatives intended to change citizens' behaviors
9. Policy, norms, and regulations

These domains have been considered by the Project Partners as relevant for covering all the different fields in which modal interchange can be addressed.

During this stage the Project Partners start to be involved in analysing the current experiences within the other territories by on **Site Visits** and **Staff Exchanges**, to become more familiar with the selected Good Practices and related planning, management and construction issues. These activities are open to the Stakeholders who are particularly interested in learning more on a specific practice. The outcomes of these activities are very useful to everyone to reflect on its own practices and possible improvements to undertake.

Scheme 5.a: Key Factors Framework to categorize and organize all the elements characterizing an interchange system, at policy and design level

Name of the practice:	[please fill in with the name of the practice]	
Means of transport affected (walking, cycling, public transport, rail transport, e-vehicles, etc.)	[please fill in with the means involved in the practice]	
KEY FACTORS OF SUCCESS		
EFFICIENCY OF THE INTERCHANGE	Presence (Y/N)	KEY FACTOR DESCRIPTION IN THE CURRENT GP
Efficient vehicle movements		
Clear pedestrian routes		
Efficient fare payment and validation		
Flexibility in time and use		
SERVICE COORDINATION		
Timetable coordination		
Delay management		
Ticket coordination		
Standardisation		
Interchange management schemes		
QUALITY OF THE INTERCHANGE ENVIRONMENT		
Urban realm		
Permeability		
Perception		
Comfort		
Safety and security		

ACCESSIBILITY		
Universal design		
Proximity of means		
Accessible pedestrian routes		
Parking facilities		
Wayfinding		
SERVICE INFORMATION		
Basic components of service information		
Online information		
CHANGING BEHAVIORS		
Changing perspectives		
POLICIES, NORMS AND REGULATIONS		
Joint governance and initiatives		
Coordination and cooperation		
Sharing solutions		

Scheme 5.b: Key Factors Framework to categorize and organize all the elements characterizing an interchange system, at policy and design level



FUNCHAL (PT)



TIMISOARA (RO)



Stakeholder mobilization

To enhance the transfer of knowledge and the discussion on GP's key success factors with local stakeholders, a specific workshop is foreseen: the **Policies Analysis Workshop**. It is a local event involving the local Stakeholders, which is focused on the discussion of the Key factors of success that characterize the practices identified at local level, which will set the basis for the transferability phase.

Pictures on the left page: 1st and 2nd MATCH-UP Site Visit and Staff Exchange in Funchal (Portugal, February 2019) and Timisoara (Romania, May 2019)

Scheme 6: Policies Analysis Workshop guidelines

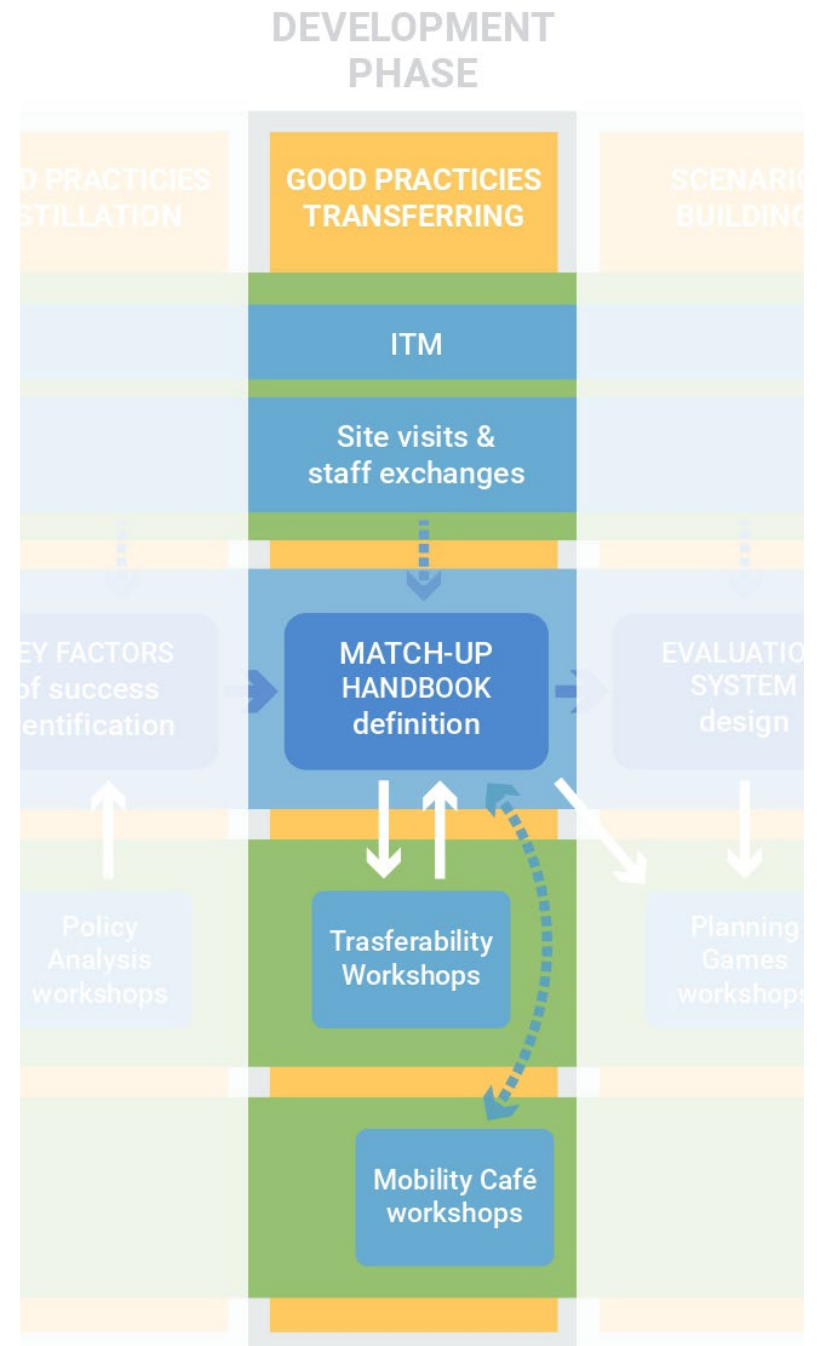
POLICIES ANALYSIS WORKSHOP guidelines

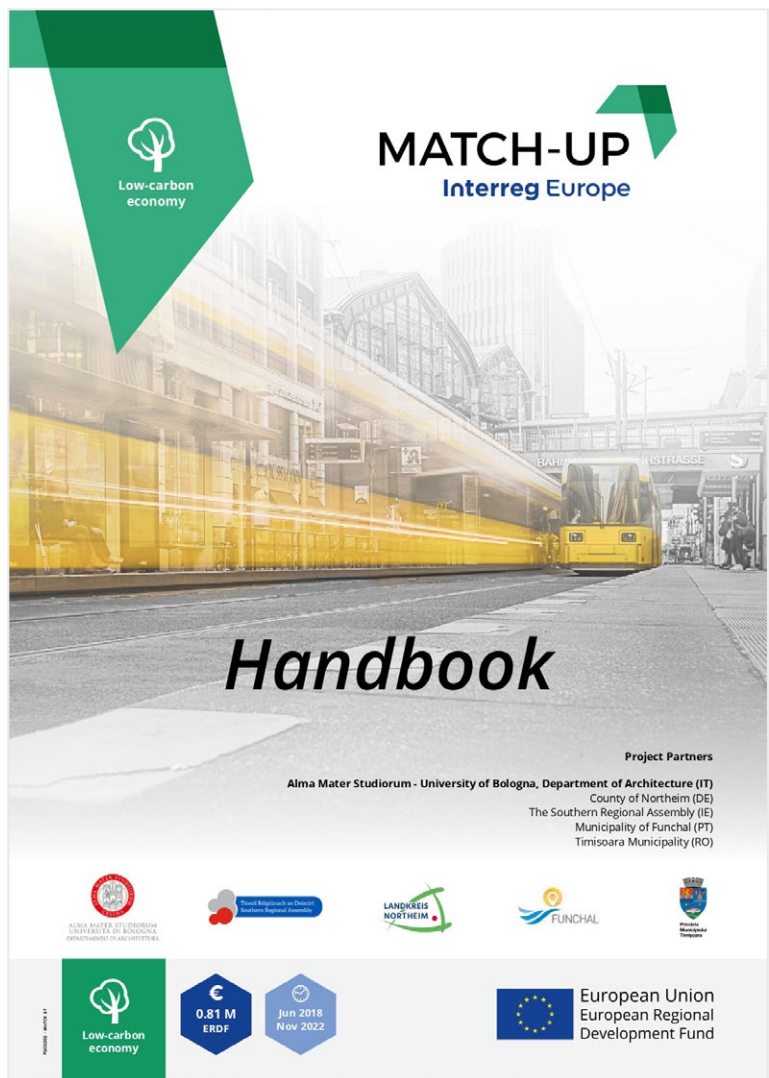
WHY	To engage local Stakeholders to discuss about most relevant Key Factors of success within the GPs collected for PP's and Stakeholders' territory.
WHAT	½ or 1 day workshop with local Stakeholders
WHO	<ul style="list-style-type: none"> - Technical and political staff of the Partner organising the event. - Local Stakeholders already included in the Stakeholder database. - Additional Stakeholders not already included.
WHEN	During the Good Practices distillation phase (Stage 2)
WHERE	One local workshop in each PP's region
HOW	<p>BEFORE THE MEETING: Design and send the Agenda of the workshop to the Stakeholders at least 2 weeks before the event, with indication of date and venue.</p> <p>DURING THE MEETING:</p> <ul style="list-style-type: none"> ✓ Open the workshop with a short presentation of MATCH-UP objectives and expected outcomes, especially if new attendees are present. Tailor the presentation based on the work done so far at project and local levels. ✓ Focus the meeting on the discussion of the Key Factors of success already identified for each good practice, opening to the identification of additional ones. ✓ Ask Stakeholders if they are aware of additional Good Practices. If yes, ask to send information. <p>In general, during the event, engage Stakeholders to be active part of the meeting and take photos and/or videos to document the workshop.</p> <p>AFTER THE MEETING:</p> <ul style="list-style-type: none"> ✓ Fill in the Policies Analysis Workshop Report and share it with other partners within 2 weeks. ✓ Update the Stakeholders Database with the new contacts established during the event. <p>Around the workshop, issue press releases and inform media about the event.</p>

3.3 Stage 3 – Good Practice transferring

After having identified the key aspects for successfully enable modal interchange within the good practices collected, this stage is dedicated to creating a good environment for an effective transfer of these experiences among the different territories and beyond. The aim is to capitalize the analysis made within the previous stages for defining main planning and design requirements for achieving an effective modal interchange, with specific reference to the interchange domains and Key Factors identified. To this aim, specific guidelines for transferring relevant pieces of the Best Practices collected and analysed is the main output of this stage. These guidelines form the **MATCH-UP Handbook**, which is the result of an intense exchange between the Partner cooperation and Stakeholder mobilization levels. The Handbook contains a more structured elaboration of the selected key factors that characterize each Good Practice, where specific features are deepened and detailed to ensure the transferability. Therefore, the handbook is the first main design reference for start developing the actions to be included in the Action Plans.

This stage is also a good moment to increase the interest of the general public upon the work done so far and the expected outcomes, to receive a first feedback. Therefore, the public consultation level is directly involved in this stage.





Partner cooperation

The Site Visits and Staff Exchanges continue to enrich the exchange of experience allowing the Project Partners and their selected Stakeholders to see on the ground the Good Practices identified and to peer review the colleagues in the hosting institutions. The site visits reveal also that the feasibility of the measures is greatly dependant on the territorial specificities therefore Project Partners have the possibility to reflect on how to replicate and adapt them locally.

Besides, the cooperation among the Project Partner continues also through periodic meetings where the transferring mechanism of the knowledge behind the practices is defined. During this stage, the Partners establish a strong cooperation with their Stakeholders, who start becoming familiar with the foreign Good Practices, and then reflecting on the most promising foreign GPs to be transferred in their territories. The complementary work done at the local level allows Partners and local Stakeholders to discuss and select the foreign GPs to be further deepened through a “remote” sharing of information among peers in the other regions involved.

Figure 6: The MATCH-UP Handbook. Do you want to know more? Have a look at the complete text available [here!](#)



Stakeholder mobilization

Now that the Good Practices are all detailed and distilled within the MATCH-UP Handbook, it is time to share them at the local level. The MATCH-UP handbook is at first hand the main reference for presenting the GPs to local Stakeholders during the **Transferability Workshops**. The workshop is dedicated to this aim, involving the Stakeholders in a consultation to firstly present all the foreign Good Practices identified and secondly to select the most promising ones to positively and effectively influence the policy instrument identified. Therefore, Stakeholders are invited to express their interest and request clarification concerning the GPs presented during the workshop, to learn more about specific elements that need to be further investigated through bilateral consultations.

After the discussion during the Transferability Workshop, the transversal exchange of additional details can start, with the aim of inspiring Partners to create actions to improve their policy instrument. Each Partner receives requests of clarification concerning those GPs present on its territory that receive interest from other Partners and Stakeholders. Clarification and additional information are collected at local level and shared at Partner cooperation level. The additional detail feeds the Handbook, improving the information related to the GPs transferability.

Pictures on the left page: 3rd MATCH-UP Site Visit and Staff Exchange in Northeim (Germany, June 2019)

Scheme 7.a: Transferability Workshop guidelines

TRANSFERABILITY WORKSHOP guidelines

WHY	To go in depth of the GPs, to engage local Stakeholders in getting acquainted by GPs collected by other PPs and to identify and then overcome barriers and gaps to their local transferability.
WHAT	½ day meeting with local Stakeholders + desk work
WHO	<ul style="list-style-type: none"> - Technical and political staff of the Partner organising the event. - Local Stakeholders already included in the Stakeholder database. - Additional Stakeholders not already included.
WHEN	During the Good Practices transferring phase (Stage 3)
WHERE	One local workshop in each PP's region
HOW	<p>BEFORE THE MEETING:</p> <ul style="list-style-type: none"> ✓ Review the selected Policy Instrument to know exactly what is feasible in terms of policy change. ✓ Examine the foreign Good Practices (GPs) to identify aspects of other PPs' GPs that might be feasible to be transferred. ✓ Preselect the most promising GPs and send documentation to all Stakeholders before the workshop (description of the foreign GPs and related Key Factors of success). ✓ Design and send the Agenda of the workshop to the Stakeholders at least 6/4 weeks before the event, with indication of date and venue. Partners are free to create the content of their Agenda. However, the following points could be relevant for the discussion. <p>DURING THE MEETING:</p> <ul style="list-style-type: none"> ✓ Open the workshop with a brief presentation of MATCH-UP objectives and expected outcomes, especially if new attendees are present. A focus on the Action Plan definition and implementation is needed as well as the connection with the improvement of the Policy Instrument.

HOW	<ul style="list-style-type: none"> ✓ Describe the aim of the workshop and the different steps. ✓ Start describing the GPs preselected and why they are so relevant for influencing the Policy Instrument. ✓ Start the workshop to collect requests of clarification from Stakeholders about the preselected GP cards. ✓ Open the discussion and then list the main outcomes of the workshop. <p>In general, take photos and/or videos to document the event.</p> <p>AFTER THE MEETING:</p> <ul style="list-style-type: none"> ✓ Fill in the Transferability Workshop Report and send it to the Leader Partner within 2 weeks. ✓ Organise the 2nd phase of the transferability process that is to respond remotely to the request of clarification coming from the other Project Partners' Stakeholders. ✓ Update the Stakeholders Database with the new contacts established during the event. <p>Around the workshop, issue press releases and inform media about the event.</p>
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Scheme 7.b: Transferability Workshop guidelines

Public consultation

Considering the relevance of this stage, the methodology proposes to organize a public event to disseminate the MATCH-UP aims and first outcomes already achieved to relevant Target Groups. The **Mobility Café workshop** is the event dedicated to this purpose.

This is a public event run in a significant place (a transport hub, a urban centre, etc.) through an informal style. The main idea is to catch the interest of local community on MATCH-UP general topics by using more informal approaches and touching on topics of interest at the local level. A starting point would be to consider mobility needs and expectations of citizens and then give a perspective on possible future improvements that would be possible to have in the future.

More in detail the Mobility Café aims at introducing to a wide audience the general topic of low-carbon mobility and the importance of shifting towards more sustainable mobility behaviours. The event also contributes to raise awareness about the negative effects connected to the use of private vehicles and the convenience of shifting towards collective, non- motorized, greener means of transport (in terms of reduced costs, emissions health diseases, etc.). In this framework MATCH-UP is presented as an opportunity for the territory to improve its policies and strategies towards more sustainable communities.

MOBILITY CAFÉ guidelines

WHY	The Mobility Café is a dissemination event that aims at introducing the MATCH-UP general topics by using more informal approaches and touching on themes of interest at the local level.
WHAT	½ day local workshop – eventually in conjunction with the local workshop with Stakeholders or other public events on similar topics related with sustainability and/or mobility
WHO	<u>Speakers</u> : researchers, technicians, local Stakeholders, expert people in the field of transport and mobility, someone that briefly explains MATCH-UP topics and scope. <u>Audience</u> : different groups of citizens (commuters, students, elderly people, etc.), associations of transport users, Non-Governmental Organisations, local Stakeholders, etc. A <u>moderator</u> is recommended (journalist, facilitator, etc. depending on the style of the event).
WHEN	During the Good Practices transferring and Action Plan finalization phases (Stages 3 and 5).
WHERE	In each PP's region – held in an informal but vibrant place : choose a place that is inspiring and/or linked with the event topics (a station, an urban centre, a cycle café) or is used for similar events (a café, a bar, a library that are used to host cultural events). In any case the venue should host an informal meeting, where people can listen the debate but also have space for face to face conversation at tables.
HOW	BEFORE THE EVENT: ✓ Send a “save the date” to all interested parties (participants, media, etc.) using your usual local dissemination channel (email, press releases, organisation's website, social media accounts, poster in the city, etc.) at least a month before the event. ✓ Design and share a detailed Agenda at least 2 weeks before the event, including the venue and the programme of the workshop. ✓ Partners are free to define the content and the style of the event (agenda, images, speakers, managing registrations, etc.). It could be a sort of “game” that starts considering mobility needs and expectations of citizens, and then follow giving a perspective on possible future improvements that would be possible to have.

HOW	DURING THE MEETING: Record video and take pictures of the event. The video could foresee brief interviews of participants or a general overview of the event. AFTER THE EVENT: ✓ Disseminate the outcomes through social media and traditional channels. ✓ Fill in the Mobility Café Report and send it to the Leader Partner within 2 weeks.
GET INSPIRED	If you are looking for inspiration for your Mobility Café, you can try following some tips. First of all, decide what kind of event is more appealing for the audience you are going to target and the environment that can help the discussion. Some examples are Scientific Aperitifs or Science Cafés , where 1 or more researchers on the topic are interviewed by a moderator on several questions that can better explain some key issues and possible solutions. The event should foster an informal atmosphere where all participants feel encouraged to participate. The topic should be linked to low-carbon mobility, multimodality, etc. People attending the event can ask questions and engage the speakers in informal conversation during the speech or even after the interview. These are not long lectures with a passive audience listening to an expert. Rather, they are dynamic, two-way interactions between a scientist and the public. You can find more information on how to organise this kind of event here: http://www.sciencecafes.org/for-organizers/ Some additional tips: - Try to link the Mobility Café with other relevant events that are organised in your city/region (i.e. Mobility Week, Environment Day, climate change events, etc.). - Try to identify some relevant local actor (journalist, activist, academic, etc.) and invite them to discuss about the topic.

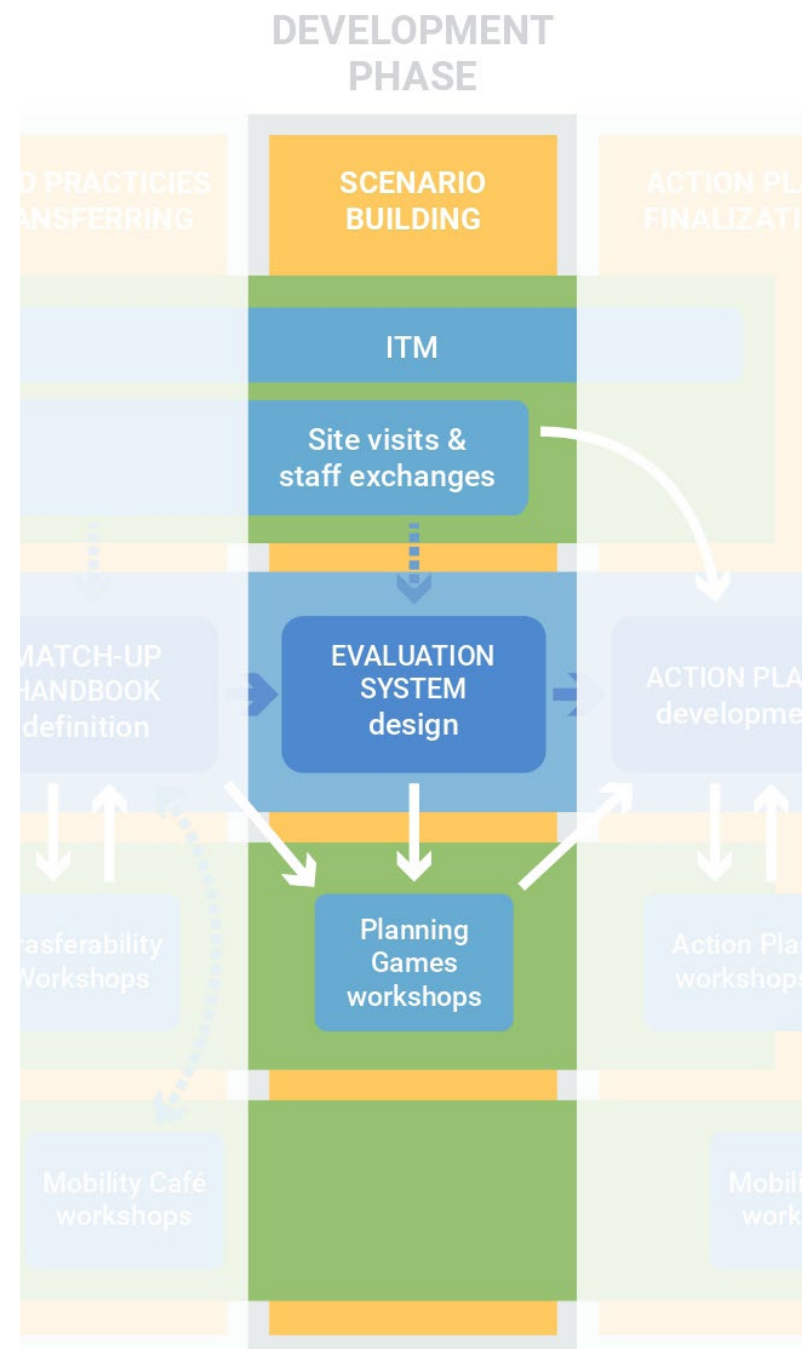
Scheme 8: Mobility Café workshop guidelines

3.4 Stage 4 – Scenario building

The previous stages' activities have started preparing the basis for transferring the best experiences of modal interchange within the involved regions. In this stage, the challenge is to define possible design scenarios for each involved territory where new low-carbon mobility patterns will be foreseen by applying the most valuable solutions of modal interchange coming from the exchange of experience process.

The reference framework for the scenario building is the MATCH-UP handbook where the Good Practices are collected, distilled, and further analysed to make them easily transferable.

Another important tool proposed by MATCH-UP is the **Evaluation System**, which allows to assess different scenarios in terms of their effectiveness in undertaking policy or design improvements linked to modal interchange and consequently support the prioritization of the different scenarios. In other words, the Evaluation system help decision-makers selecting the most effective solutions of modal interchange to be included within their Action Plans. The Evaluation System is the most important output obtained in this stage, which will be used in the next stage for finalizing the Action Plans.



Partner cooperation

The cooperation and exchange among Partners continue through the Site visits and staff exchanges. At the same time, Project Partners work together to define the main structure and functioning of the **Evaluation System**, which is conceived **for evaluating the efficiency of different options concerning modal interchange**. Its structure and logic are based on the key factors' framework, representing the main reference with which the interchange-related features are identified and described. The Evaluation system is conceived to assess the effectiveness of modal interchange against two main levels: policy and design. The policy level considers those domains and factors that relate to and affect policy measures and strategies, while the design level is mostly related to the domains and factors influencing the physical and organizational configuration of the interchange nodes. This way both the planning levels are covered and can be assessed together or separately, depending on the nature of the measure to assess.

The development of the Evaluation System foresees two main steps: the drafting phase, the testing phase, done by the Partners by considering a concrete situation, the feedback phase that allows to finetune the tool. These steps involve the Partners and eventually their relevant Stakeholders.

MATCH-UP Evaluation System: main features	
What it is	Interactive table conceived to support Project Partners in assessing which are the most promising actions to be included in the Action Plans.
The focus	The Evaluation System gives a picture of the performance of a policy or a project in terms of the effectiveness of the interchange rooted within the analyzed policy or project. Therefore, it is built on the key factors' framework, representing the different features and domains related to the interchange.
How it works	The user selects a quality score for each Key Factor proposed by the Evaluation System's interface. The list of the Key Factors is different, depending on the nature of the measure (policy/project). An articulated weighing of the Key Factors allows to consider the different importance of each Key Factor. The result of the assessment is shown in a radar chart that visualizes the overall performance of the interchange.
Possible applications	Comparison of different options. Proposition of improvements of a current policy/node.

INSTRUCTIONS: Selecting a value from the drop-down menu, fill in the orange cells with the qualitative score about the Key Factor performance, as shown in the title of the relative column. Select the type of node analysed from the drop-down menu (yellow cell n. 8). See the clarification about the node classification below. The final score and the radial graph will be calculated automatically.

NODE TYPE:
A= PRIMARY STATION: high speed/national/main regional railways or bus station.
B= SECONDARY STATION: interregional railway or bus station.
C= METROPOLITAN STATION: suburban railway/metro/bus station where there is a significant interchange system.
D= OUTSKIRT INTERCHANGE CAR PARK: interchange node on the connection between the center or inner parts of the city and the suburbs or Province/County.

Select the score from the drop-down menu in the following cells:

and the type of node studied:

KEY FACTORS OF SUCCESS	DESCRIPTION	KEY FACTORS PERFORMANCE for Solution no. X
		Score: 1 = absolute of the KT 2 = low 3 = fair 4 = good 5 = high
EFFICIENCY OF THE INTERCHANGE WITHIN THE SINGLE NODE		
Efficient vehicle movements	Presence of clear space for movement of transport vehicles involved in the interchange (e.g. vehicles access, manoeuvring or transit area, etc.)	4
Clear pedestrian routes for passengers	Presence of indications for drivers about the organization of the interchange area (e.g. stop or parking area, transit routes, service area, etc.)	4
Efficient fare payment and validation	Presence of clear and direct routes for pedestrians connecting facilities and destinations related with the passenger's trip	2
	Presence of ticketing machines in convenient locations to pay fares and/or validate tickets near the interchange node	3
Flexibility in time and use	Presence of ticket offices in convenient locations far from the interchange node to purchase tickets	5
	Interchange node design that eases the accommodation of new transport modes or the implementation of the same system	2
TOTALS:		42 39 65

values visualised in the graph =>

ACCESSIBILITY		
Universal design	Interchange system designed for all passengers, particularly those with reduced mobility (presence of boarding equipment, ramps, escalators, staircase aids for bikes, wheelchairs, strollers, etc.)	5
Accessible pedestrian routes	Presence of dedicated staff helping people to get assistance inside the node, particularly for those with impairments	1
	Clear routes in the surroundings have the same accessibility standards as within the interchange node's spaces, and the availability of good connections with the surroundings' paths and parking areas	3
Parking facilities (near the interchange node)	Presence of cycle parking areas	1
	Presence of parking areas for private motorized vehicles (cars, motorcycles, etc.)	5
	Presence of recharging facilities for e-cars	5
	Presence of kiss and ride lanes	2
	Presence of taxi stands	4
Shared mobility	Presence of hiring spots of all the existing sharing systems in the surroundings (car/bike/scooter/bike sharing systems)	4
Wayfinding	Basic design solutions to ensure consistent, clear and comprehensible signage to help passengers moving within the interchange node (map, direction signs and local main area information)	5
	Structural design solutions to ensure consistent, clear and comprehensible signage to help passengers moving within the interchange node (bottom panel, platform signage, light signals, etc.)	1
TOTALS:		115 72 120

values visualised in the graph =>

SERVICE INFORMATION WITHIN THE NODE		
Basic components of service information	Presence of fixed timetable panels within the node	3
	Presence of real-time information and timetable panels within the node	5
Info point with staff	Presence of info points/offices with personnel available to help users	2
TOTALS:		33 27 45

values visualised in the graph =>

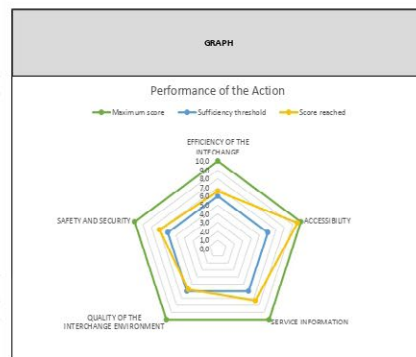
QUALITY OF THE INTERCHANGE ENVIRONMENT		
Urban realm	Presence of basic facilities (within or close to the interchange area): toilets, seats and covered waiting areas	4
	Presence of facilities that add value to the user's experience, especially during the waiting time (catering and collection services, Wi-Fi, waiting areas, etc.)	5
	Presence of additional services both for travellers and city users (rental nodes and/or nearby the node)	5
Permeability	High interchange node permeability from all directions to pedestrians (node as an urban connection not a barrier)	3
Perception	Clear relationship with the urban realm (e.g. using the same architectural style or reinforcing it)	2
Cleanliness	High standards of cleanliness and maintenance of the node's spaces (covered spaces, waiting rooms, presence of bins, etc.)	1
TOTALS:		41,5 49,5 72,5

values visualised in the graph =>

SAFETY AND SECURITY		
Traffic safety	Minimized interferences between pedestrians and transport flows, with urban design solutions that ensure high levels of safety, especially in road crossing (lower speed limits near the stops, pedestrian crossings, etc.)	4
Design for security	Design of spaces avoiding isolated, dark or segregated areas that can be not safe	3
Security management	Video surveillance, security supervision, etc.	2
TOTALS:		42 36 60

values visualised in the graph =>

select the type of node analysed from the drop-down menu



INSTRUCTIONS: Selecting a value from the drop-down menu, fill in the orange cells with the qualitative score about the Key Factor performance, as shown in the title of the column. The final score and the radial graph will be calculated automatically.

Select the score from the drop-down menu in the following cells:

KEY FACTORS OF SUCCESS	DESCRIPTION	KEY FACTORS PERFORMANCE for Solution no. X
		Score: 1 = absolute of the KT 2 = low 3 = fair 4 = good 5 = high
EFFICIENCY OF THE INTERCHANGE		
Design standards for designing interchange nodes	Efficient organization of interchange spaces for a good movement of passengers and vehicles	4
Proximity	Good level of facilities for passengers in the interchange space	1
Efficient fare payment and validation in the interchange nodes	Physical proximity between different means of transport and clear interconnections	5
Safety and security	Equipment of ticketing stations and services to purchase and validate tickets near the interchange node	3
Level of interchange	Ensuring good levels of safety (from traffic) and security conditions in the interchange environment	2
	Maximize the n. of low-carbon means of transport interconnecting in the main transport corridor's hubs	5
TOTALS:		42 39 65

values visualised in the graph =>

SERVICE COORDINATION		
Timetable coordination	Coordinated timetables (coordinated departures and arrivals) of different means of transport to reduce transfer time and improve customer convenience	4
Delay management	Presence of procedures connecting services wait for each other in the event of minor delays, especially when frequencies are low	4
Ticket coordination	Presence of procedures adoptable in case of significant delays and service disruptions	5
Standardisation	Presence of uniform technical, service and design specifications (particularly information, ticketing, interchange design)	5
MaaS	Use of Mobility as a Service approach and infrastructures for organizing the service coordination	1
TOTALS:		50 33 55

values visualised in the graph =>

SERVICE INFORMATION AND MANAGEMENT		
Basic components of service information at transport stops	Diffused presence of timetables and real time information panels	3
Information services	Call centers and other services for delivering information (booking services also)	3
Online information	Availability of apps/websites allowing passengers to access information in advance or while travelling (integrated journey planner)	5
TOTALS:		9 9 15

values visualised in the graph =>

CHANGING BEHAVIOURS		
Learning by doing	Practical activities and demonstrations that help users discovering benefits of a multimodal, interconnected transport	5
Sensibilization	Communication campaigns that help users discovering benefits of a multimodal, interconnected transport	5
Gamification	Competitions that help users discovering benefits of a multimodal, interconnected transport	5
Bottom-up approaches	Direct engagement of relevant target groups in organizing the activities	4
TOTALS:		53 33 55

values visualised in the graph =>

POLICY, NORMS AND REGULATIONS		
Joint governance and initiatives	Presence of targeted policy actions, framework conditions, recommendations, norms, etc. involving different transport service providers focused on promoting multimodal low carbon mobility	4
Coordination and cooperation	Presence of interchange facility management agreements identifying interfaces and responsibilities between all the parties involved in managing and serving the interconnected services	4
Sharing solutions	Activation of technical planning tables, shared decision processes with relevant stakeholders to build solutions enabling modal interchanges and seamless mobility	4
	Activation of participatory processes, involving citizens and transport users, to co-create solutions enabling modal interchange and seamless mobility	4
TOTALS:		40 30 50

values visualised in the graph =>

SCORE NORMALIZATION		
Score reached	Sufficiency threshold	Maximum score
42	39	65
6,5	6,0	10,0

SERVICE COORDINATION		
12	9	15
8	6	10
5	3	5
15	9	15
10	6	10
1	3	5
50	33	55
9,1	6,0	10,0

SERVICE INFORMATION AND MANAGEMENT		
9	9	15
9	9	15
10	6	10
28	24	40
7,0	6,0	10,0

CHANGING BEHAVIOURS		
15	9	15
15	9	15
15	9	15
8	6	10
53	33	55
9,6	6,0	10,0

POLICY, NORMS AND REGULATIONS		
12	9	15
12	9	15
8	6	10
8	6	10
40	30	50
8,0	6,0	10,0

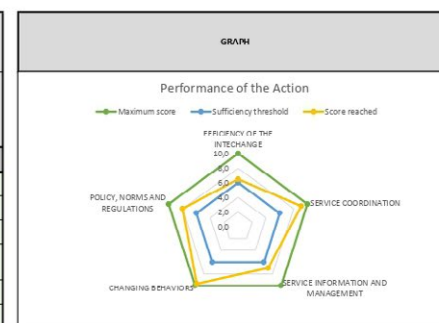
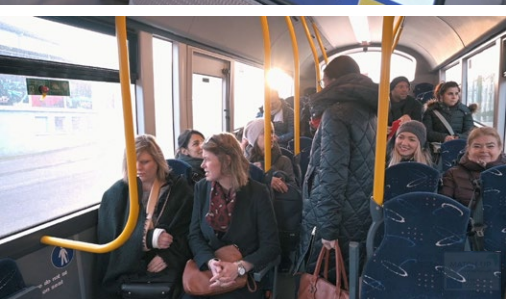
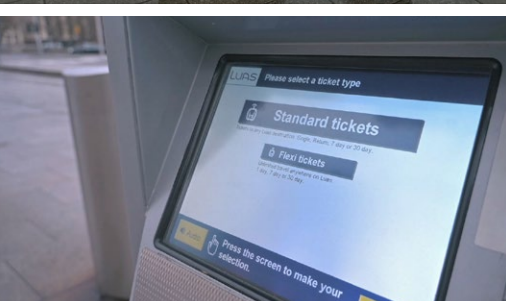


Figure 7 and 8: MATCH-UP Evaluation System layout to assess the efficiency of different options concerning modal interchange, at design (7) and policy (8) level



Stakeholder mobilization

The active involvement of local Stakeholders is particularly necessary for this stage. Indeed, the aim is to discuss and select the final list of actions to be developed and included in the Action Plan, starting from those presented and further deepened during the Transferability workshop. Indeed, after having received additional information the Partners and their Stakeholder have clearer ideas on which actions are most interesting. Now it is time to develop ideas around the practices that inspired the participants by developing and sharing possible planning and design scenarios, relevant for achieving a concrete policy change.

To this aim, a specific activity is proposed: the **Planning Games workshop**. This workshop aims to capitalize all the main outcomes coming from previous meetings and involving new competences for designing scenarios in an informal way of working. Practitioners, scholars, and even beneficiaries active in the field of urban and

transport planning and design are invited to define shared visions for the improvement of multimodality in each territorial context. The participants work on the foreign GPs already explored during and after the local transferability workshop and identify the most relevant elements that could be transferred locally into actions to bring an effective improvement of their policy instrument. Participants can provide inputs through a sort of general brainstorming, giving support to this activity. The events are called “games” because they are conceived as a sort of “Role playing game” where all participants can “play” by building proposals, discussing possible activities and actions to influence the local policy instruments.

Pictures in the previous page: 4th MATCH-UP Site Visit and Staff Exchange in Ireland (Dublin, Waterford, and Cork – January 2020)

PLANNING GAMES workshop guidelines

WHY	To engage local Stakeholders in the definition of the first contents of the Action Plan. Through the game, local Stakeholders and other relevant actors will be able to provide concrete ideas for defining Actions aiming at positively influencing the policy instrument to be addressed with the Action Plan.
WHAT	½ day meeting with local Stakeholders + desk work
WHO	<ul style="list-style-type: none"> - Technical and political staff of the Partner organising the event. - Local Stakeholders already included in the Stakeholder database. - Additional Stakeholders not already included. - Practitioners, scholars, and other persons that could give valuable and technical contributions for defining the actions.
WHEN	During the scenario building phase (Stage 4)
WHERE	One local workshop in each PP's region
HOW	<p>BEFORE THE MEETING:</p> <ul style="list-style-type: none"> ✓ Define exactly what is the space for change within the selected Policy Instrument and the processes to formalize the change. This will be the reference framework for the workshop, the space where the participants can act for changing the policies already in place and assess if the Action(s) they are proposing is(are) feasible. ✓ Define possible ideas of Actions to put on the table, based on the results of the previous Transferability Workshop (TW). These ideas result from elements gathered from the Good Practices (GPs) discussed during the same TW as well as during the site visits and meetings organised in the framework of MATCH-UP. <p>In general, the actions to be included in the Action Plan should be a few (one relevant could be enough) and very concrete. Therefore, the recommendation is to avoid a long list of ideas to be discussed in the workshop.</p> <ul style="list-style-type: none"> ✓ Send documentation related the topics and GPs which will be discussed to all Stakeholders before the workshop as well as the final aim of the event. Also design and share the Agenda with them at least 6/4 weeks before the meeting, with indication of date and venue. <p>Partners are free to create the content of their Agenda. However, the following points could be relevant for the discussion.</p>

HOW	<p>DURING THE MEETING:</p> <ul style="list-style-type: none"> ✓ Open the workshop with a brief presentation of MATCH-UP objectives and expected outcomes, especially if new attendees are present. ✓ Focus on the specific aim of the workshop that is to predefine some Actions to influence the Policy Instrument selected. They will be included in the Action Plan. ✓ Stress the key role of local Stakeholders to endorse the actions included in the Action Plan as well as during the monitoring phase when the Action Plan should be implemented, and changes should be measured. ✓ Describe the Planning Game rules and the ideas you have drafted. ✓ Start the workshop to further develop the ideas to be better articulated and assessed by participants. <p>In general, take photos and/or videos to document the event.</p> <p>AFTER THE MEETING:</p> <ul style="list-style-type: none"> ✓ Fill in the Planning Game workshop Report and send it to the Leader Partner within 2 weeks. ✓ Organise bilateral meetings/discussions with relevant Stakeholders for each Action selected and agreed during the workshop to better describe the same actions. ✓ Update the Stakeholders Database with the new contacts established during the event. <p>Around the workshop, issue press releases and inform media about the event.</p>
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Scheme 9: Planning Games workshop guidelines

Public consultation

Considering the relevance of this stage, the methodology proposes to organize a public event to disseminate the MATCH-UP aims and first outcomes already achieved to relevant Target Groups. The **Mobility Café workshop** is the event dedicated to this purpose (have a look at the *Scheme 8* to deepen the Mobility Café workshop guidelines).

This is a public event run in a significant place (a transport hub, a urban centre, etc.) through an informal style. The main idea is to catch the interest of local community on MATCH-UP general topics by using more informal approaches and touching on topics of interest at the local level. A starting point would be to consider mobility needs and expectations of citizens and then give a perspective on possible future improvements that would be possible to have in the future.

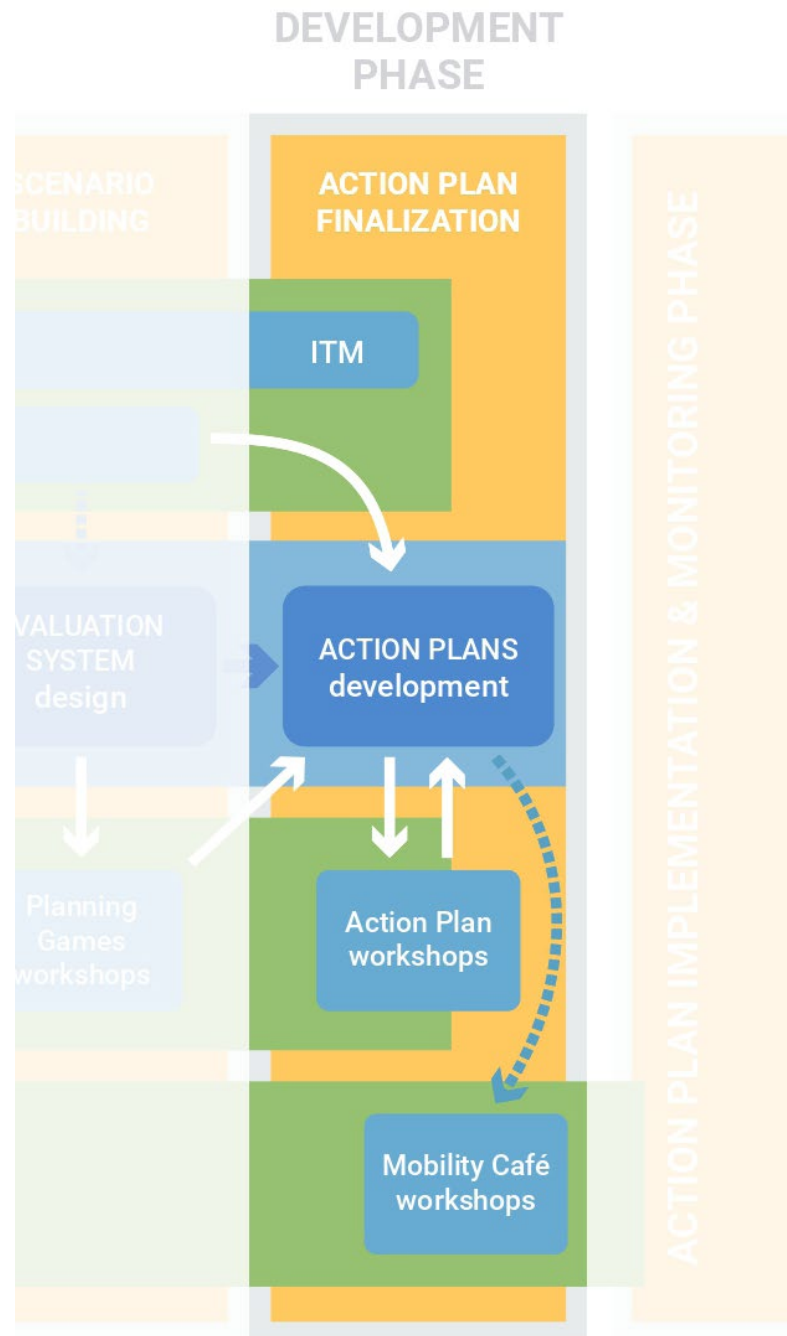
More in detail the Mobility Café aims at introducing to a wide audience the general topic of low-carbon mobility and the importance of shifting towards more sustainable mobility behaviours. The event also contributes to raise awareness about the negative effects connected to the use of private vehicles and the convenience of shifting towards collective, non- motorized, greener means of transport (in terms of reduced costs, emissions health diseases, etc.). In this framework MATCH-UP is presented as an opportunity for the territory to improve its policies and strategies towards more sustainable communities.

3.5 Stage 5 – Action plan finalization

This stage is dedicated to capitalise all the main outcomes coming from the exchange of experience activities and lessons learnt received in the previous stages, in order to define the final contents of the Action Plans, opening up the implementation of the actions to achieve a policy change. To this aim, the proposed activities are oriented to finalize the main findings already achieved.

A special attention is dedicated to transform the most relevant policy and design scenarios for improving multimodal interchange coming from the Planning Games into concrete actions addressing those specific scenarios. The aim is to define the most suitable strategies to be included in the Action Plans. Besides, the definition of a light monitoring system linked to the identified actions is another important element that is developed in this stage, to allow Partners and Stakeholders to monitor the main results during the Action Plan implementation.

Therefore, the main outputs of this final stage are the **Action Plans**, where roles and responsibilities of Partners and Stakeholders in the implementation stage are defined as well as the main targets to reach in order to achieve the policy change.



Partner cooperation

Partners are invited to use the Evaluation System and discuss the main outcomes obtained, to finalize the actions. A peer review of the draft action is foreseen to ensure the key aspects of the Good Practices are properly transferred. Besides, a monitoring scheme is drafted and agreed among the Partners, which is based on the nature of the actions, on credible indicators and targets to monitor and achieve, and on the engagement of the local Stakeholders who should support the monitoring stage by providing data and stimulate the progressing of the implementation.

Stakeholder mobilization

The active involvement of local Stakeholders is encouraged also in this last stage, through specific activities dedicated to share the final decisions concerning the actions to be included in the Action Plan and to outline the main contents of the local monitoring scheme: the **Action Plan workshops**. These meetings aim to actively contribute to the development and finalization of the Action Plans. Partners can decide to organize several Action Plan workshops into several separate meetings, to have separate and more fruitful discussions with the different Stakeholders on specific actions. Participants focus also on the monitoring scheme and indicators that will assess the results in the implementation phase, in order to give evidence to results and changes.

Scheme 10.a: Action Plan Workshop guidelines

ACTION PLAN WORKSHOPS guidelines

WHY	To engage the selected relevant local Stakeholders in very targeted activities aimed at finalizing the Actions to be included in the Action Plan. Notably the Action Plan Workshops aims at: <ul style="list-style-type: none"> - defining the final contents and specific activities to be included in the Action Plan; - identifying indicators for monitoring the actions implementation during the implementation phase.
WHAT	½ day meeting
WHO	<ul style="list-style-type: none"> - Technical and political staff of the Partner organising the event. - Selected relevant local Stakeholders already included in the Stakeholder database.
WHEN	During the Action Plan finalization phase (Stage 5) – Partners can organise more than one Action Plan Workshop to finalize the Action Plan, depending on how many actions they have to develop and the specific role of the Stakeholders involved. These workshops are intended to be as technical round tables.
WHERE	At least one local workshop in each PP's region
HOW	<p>BEFORE THE MEETING:</p> <ul style="list-style-type: none"> ✓ Send the draft Action Plan to the invited Stakeholders before the workshop and additional material related with the Good Practices (GPs) that the Partner wants to transfer. This can help to keep in mind some details and push to search for more information before the meeting, bringing more material to discuss. ✓ Each Partner decides if it is better to run 1 workshop only or split it in more meetings, depending on the topics that need to be discussed. The aim is to collect all the feedback, information, and ideas necessary for the best finalization of the Action Plan's actions and activities. ✓ Design and send the workshop Agenda to the participants, at least 1/2 weeks before the event, to introduce the topics that will be examined during the discussion. <p>Partners are free to create the content of their Agenda. However, the following points could be relevant for the discussion.</p>

HOW	<p>DURING THE MEETING:</p> <ul style="list-style-type: none"> ✓ Open the workshop with a short presentation of the draft Action Plan and the specific elements that the Partner has identified from the exchange of experience and wants to transfer in the Policy Instrument to improve it. ✓ Describe the aim of the workshop(s) and the different steps (setting up the actions in details as well as the exact moment when the Policy Instrument will be changed, the monitoring of the actions, etc.). ✓ Open the discussion. <p>In general, take photos and/or videos to document the event.</p>
	<p>AFTER THE MEETING:</p> <ul style="list-style-type: none"> ✓ Fill in the Action Plan Workshop Report and send it to the Leader Partner within 2 weeks. ✓ If needed, organise further meetings with all/specific Stakeholders in order to be able to finalize the Action Plan. <p>Around the workshop, issue press releases and inform media about the event.</p>

Public consultation

Given the importance of this stage, another moment dedicated to disseminating to a wider audience the results achieved so far is necessary. To this aim the second edition of the **Mobility Cafés** is proposed, to present the final achievements of MATCH-UP, represented by the Action Plan. Partners and their Stakeholders are invited to organize an informal event to present the action plan's contents in the wider framework of MATCH-UP, recalling the previous Mobility Café and highlighting possible connections with the issues raised in that occasion that are addressed by the Action Plan.

Scheme 10.b: Action Plan Workshop guidelines

3.6 Action Plan implementation and monitoring

The MATCH-UP methodology intends to support the Project Partners to develop effective strategies aimed at changing relevant policy instruments in force in their territory towards more effective modal interchange. The implementation stage goes beyond the scope of the methodology; however, it is somehow interlinked with the development stage through the monitoring process adopted.

Indeed, foreseeing actions towards a policy change without considering a systematic monitoring of the progress made in this direction risks making the work previously done in vain.

In the Action Plan, there are all the premises for ensuring a real and effective implementation of the actions. It is up to the various institutions to remain faithful to the commitments made in the Action Plan also in relation to the monitoring and to follow up on the planned policy change.



Figure 9: MATCH-UP monitoring scheme for the Implementation Phase



SECTION 4:

MATCH-UP outputs and results

The proposed methodology has been developed and applied in the framework of MATCH-UP to achieve important results. The project involves a very small consortium, however the outputs and results achieved are brilliant and valuable. In the following section the main facts and figures of the project are presented, while in the last two sections a short overview of the partnership and the actions the Partners aim to implement are provided.

4.1 MATCH-UP facts and figures

The proposed methodology led to the achievement of important results. A synthesis of main outputs and results gathered during the project is synthetized below.

MAIN OUTPUTS:

15 Good Practices identified (12 of them are included in the Interreg Europe database – online publication)

52 Key success Factors identified and detailed

1 MATCH-UP Handbook for multimodal solutions

1 Evaluation System as a tool for assessing the different scenarios and determining priorities for the Action Plans

4 Action Plans comprising a total of 5 Actions

1 Monitoring scheme

ACTIVITIES AND MEETINGS:

5 Interregional Thematic Meetings (ITM) in presence

20 Interregional remote meetings

4 Site Visits

4 Staff Exchange

16 meetings with local Stakeholders Groups:

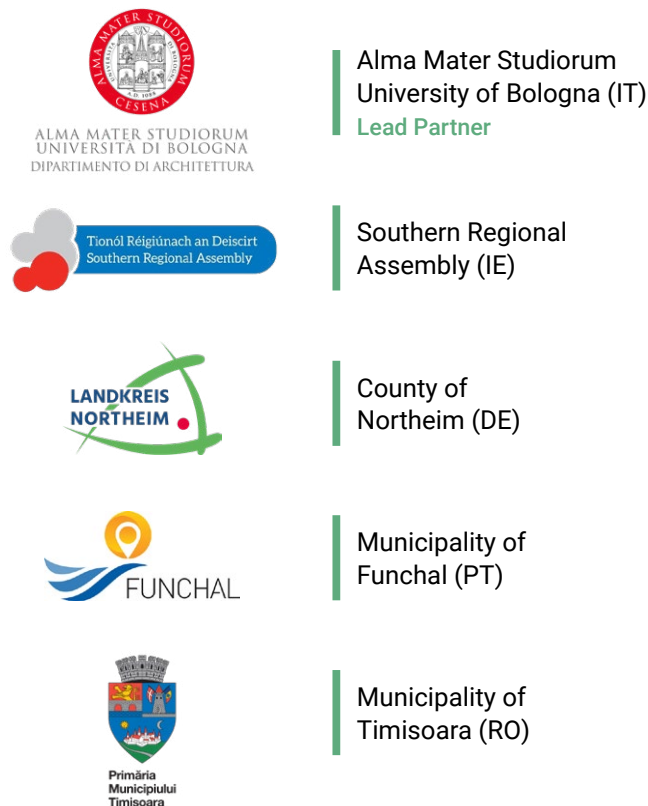
- 4 Calls for Interests
- 4 local Policy Analysis Workshops
- 4 local Transferability Workshops
- 4 local Planning Games Workshops
- 4 local Action Plan Workshops

16 Mobility Cafés

4.2 The partnership

The partnership involved in MATCH-UP is composed by the Department of Architecture of the University of Bologna, which is the Lead Partner of the Consortium and Advisor for the topics related to multimodal sustainable mobility, and 4 institutions representing four different territories: the Southern Regional Assembly (Managing Authority based in the Southern Region of Ireland), the County of Northeim (Germany), and the Municipalities of Funchal (Portugal) and Timisoara (Romania). They represent different territorial realities in terms of population density and transport networks and systems, which gives the project the possibility to investigate the issue of multimodality under different multifaced perspectives. The Municipalities of Funchal and Timisoara are high-density urban transport centres, while the County of Northeim is a peri-urban territory with minor centres and a high number of daily travels towards important cities outside the county. The Southern Region in Ireland covers diverse territories with important cities and rural areas.

The four territories have been working together for two years and a half in a multilevel learning process for achieving a sound and concrete policy change in their contexts. The University of Bologna has been providing technical and scientific expertise for enabling the exchange of experience and the development of tools and methods for transferring and embedding new solutions and policy measures in the involved territories.



Alma Mater Studiorum – University of Bologna (IT)

Funded in 1088, the University of Bologna (UNIBO), Italy, is one of the most important institutions of higher education across Europe. The Department of Architecture (DA) is the sector of UNIBO directly involved in MATCH-UP as Advisory Lead Partner. This means that the role of the Dept. of Architecture is twofold: on the one side, it acts as a knowledge provider, supporting the learning process and ensuring its quality; on the other side it provides its consolidated experience technical and scientific experience concerning the definition of planning strategies and actions leading the transition towards a no-carbon city, with a special focus on low-carbon mobility. Indeed, its research activity is oriented on transport networks and nodes, aiming at enhancing modal interchange and at encouraging more sustainable modes of transport, improving the quality of life in urban areas, using infrastructure and public transport as a driver for urban regeneration. Within the course of the project, UNIBO expertise has been particularly important for the structuring of the main outputs and the workshops' dynamic as well as the general coordination for the application of the MATCH-UP methodology.



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA
DIPARTIMENTO DI ARCHITETTURA

Southern Regional Assembly (IE)

The Southern Regional Assembly (SRA), established on 1st January 2015, is one of the three Regional Assemblies in Ireland and incorporates public authority functions, in particular with powers concerning regional spatial planning and economic development. The SRA operates through its elected members and in relation to overseeing the European Structural & Investment Funds (ESIF), the Monitoring Committee, set up under the EU Structural & Investment Funds Regulations, works in partnership with the SRA staff, to implement policy.

The principal functions of the SRA are:

- To co-ordinate, promote or support strategic planning and sustainable development of the regions;
- To promote effectiveness in local government and public services in the region, in conjunction with the National Oversight and Audit Commission;
- To manage the Southern & Eastern Regional Operational Programmes 2014-2020 under the Partnership Agreement, as well as monitoring and making proposals in relation to the general impact in their regions of all EU Programmes of assistance from the EU;
- To manage and oversee the implementation of the Regional Spatial and Economic Strategy (RSES) and provide statutory observations on Local Authority Development Plans and Local Economic and Community Plans.

The Southern Region covers 29,590 sq.km representing 42.4% of the landmass of the Country. The Region's main urban centres are the cities of Cork, Limerick, and Waterford. With an average population density of 48 persons per sq.km, it is predominantly a rural Region and the second most populated Regional Assembly area, with one-third (1,59m) of the Irish population and a growing population since 2006.

Regarding mobility, there is an over-reliance on private car use for travel to work and education. In 2016, approximately 22% of the Region's population travelling to work/education used green modes, lower than the State average and significantly below the national target figure of 55%. Therefore, the challenge facing this Region is a shift towards alternatives to private car use and promoting greater efficiency in the use of public transport networks.

SRA is the Managing Authority for the Southern & Eastern Regional Operational Programme (OP) 2014-2020 and owner of the Regional Spatial and Economic Strategy for the Southern Region. Both these policy instruments have policy objectives that seek to promote low carbon transport, in particular in urban areas, the promotion of sustainable multimodal urban mobility and mitigation-relevant adaption measures.



County of Northeim (DE)

The County of Northeim is a rural area with three middle-sized towns and many small villages. Its population has fallen since 2000. Young people have become less, while the older groups (from 60-years-old) have grown.

The County is crossed by 41 regional bus lines, 16 county overlapping bus lines and 10 town bus lines (7 in Northeim, 3 in Einbeck), and 7 regional railway lines and has 2 mainly transport nodes – railway stations in Northeim and Kreiensen. However, aside from the main transit routes which do connect larger cities via public transport and roads, smaller villages are not sufficiently connected, and the maintenance of public transport is only possible with high subsidies. Long distances and too few users make these too costly or simply not feasible, so many people use cars. Inhabitants that cannot afford or are unable to use cars are less likely to get a job or move to larger agglomerations and cities, making, in turn, these areas less attractive for business.

In this context, the use of or the switch to public transport, a better connection with these means as well as with other forms of low-carbon mobility (pedestrian, cycling, e-mobility) in a multi-modal transport system need to be promoted, especially within the rural areas.

The County of Northeim has a Local Public Transport Plan (LTP) which helps to formulate short-mid and long-term objectives, and which is updated every five years. The plan is drawn up also thanks to public participation and includes also several approaches relating to multimodal mobility solutions. The objective of barrier-free stops is currently realized step-by-step, also enabling accessibility to multimodal mobility for people with disabilities. In addition, the equipment of the stops is renewed or replaced, increasing their attractiveness for passengers, and there are written steps on how to get a better connection between busses and trains and described ideas for e-bikes, shuttle to the public transport, and pooling or sharing mobility.



Municipality of Funchal (PT)

The Municipality of Funchal occupies an area of 76,15 sq.km within the touristic island of Madeira (Portugal), in which 111.892 inhabitants, representing 41,8% of the population of the Autonomous Region of Madeira, lives in Funchal City making it the most densely populated municipality of the Region. This high population density is aggravated by an inhomogeneous occupation of the territory, mostly concentrated below 700 m. This is due to the geographical conditions, such as heightened slopes that make it unfeasible to deploy, in most areas, building, and road infrastructures. These spatial constraints often represent an additional challenge for mobility and urban development.

The city of Funchal is the main destination for many individuals residing in neighbouring municipalities. According to the latest Census, most of Funchal's commuters already lives within the Municipality's boundaries, meanwhile only a small fraction enters daily in the city to work and/or study from the nearby ones.

Private car is the dominant mode of transportation (58,8%), while public transport represents 26,1% and pedestrian mobility only 13,3%. The student population has a similar trend in their home-school mobility, although in this case there is a lower percentage of individuals moving by car (46%) and a greater one traveling on public transport (30,9%) and by foot (17,9%). Citizens basically are not inclined to switch to public transport and use public transport only because of lack of alternatives.

Despite the territorial specificities and spatial impairments that greatly limit the implementation of actions to foster soft modes, the Municipality of Funchal is pursuing innovative measures to boost walkability, cycling, and public transport, bridged with ITS. These efforts aim to revert, in the coming years, the modal split towards sustainable mobility and intermodality. Furthermore, the Municipality has been developing a set of territorial instruments, like the Sustainable Urban Mobility Action Plan (SUMP), that guide the definition of actions leading to the promotion of multimodality in a medium-term time horizon, to ensure that all citizens travel safely, comfortably, with acceptable times, affordable costs, in a context of energy efficiency and low environmental impacts.

To tackle the dependence on fossil-fuelled means of transport and foster the use of fewer pollutant vehicles the Municipality of Funchal is also pursuing a strategy comprised of frequent communication and awareness campaigns to encourage citizens to adopt behavioural change and shift modal split to active modes.



Municipality of Timisoara (RO)

With a population of 323.734 (July 2020), the Municipality of Timișoara is among the first four biggest cities in Romania and the biggest business (second biggest economic centre in the country, after the capital Bucharest), cultural and scientific centre in the Banat Region.

Timișoara is part of an Urban Growth Pole – a metropolitan area which includes the city, and 19 neighbouring communes. Its public transport network covers almost all areas of the city and connects Timișoara with some of the other metropolitan communes. It consists of trams (8 lines), trolleybuses (5 urban lines, 2 metropolitan lines), buses (11 urban lines, 8 express and 6 metropolitan lines, 10 school lines), vaporetto (1 line), bicycles (34 stations), and e-scooters (3 stations). The city is also located within a complex system of regional transportation, providing road, air, and rail connections to major cities in Romania and Europe.

The Municipality of Timișoara follows the Sustainable Urban Mobility Plan (SUMP) that covers the Growth Pole for the period 2016-2030 and focuses on creating a sustainable transport and development of mobility by following five strategic objectives: accessibility by offering citizens various transport options, safety

and security for passengers, environment by reducing pollution and energy consumption, economic efficiency of transport for people and goods, and quality of the urban environment. However, a more integrated approach towards a multimodal transport strategy is currently missing, to give more consistent solutions to overall urban mobility issues, to manage the current mobility infrastructure, and to integrate all future projects developed and financed by both the local budget and other external funds.



**Primăria
Municipiului
Timișoara**

4.3 Let's influence local and regional Policy Instruments!

The main result achieved through the exchange of experience and mutual learning methodology developed within MATCH-UP is a concrete policy change undertaken in each territory participating in the project. This policy change involves:

- specific policy instruments identified by the Project Partners as relevant for the policy context, where to embed new elements of multimodality gained from the learning process;
- relevant Stakeholders who play a key role for achieving the policy change;
- the Action Plan that is the tool that clarifies the needs to address, the actions to implement for achieving the policy change and the roles and responsibilities of all the Stakeholders involved.

Therefore, the 4 Action Plans developed represent the synthesis of the learning process and a bridge towards the achievement of a concrete policy change.

This section summarizes the results achieved through the development of the Action plan and the results expected by its implementation in the 4 MATCH-UP territories.

Southern Regional Assembly:

A new Framework and Methodology to review projects related low-carbon and multimodal mobility and to implement the “10 Minute Town” concept

The Southern Regional Assembly (SRA) identified two main policy instruments that are relevant and crucial for increasing the shift towards low-carbon means of transports through multimodal mobility strategies: The Southern & Eastern Regional Operational Programme 2014-2020 (SEROP) and the Regional Spatial and Economic Strategy 2020 (RSES).

SRA is now seeking to improve SEROP Priority 5 (6e) “public realm improvements” implementation process through the action of inserting a new recommendation stage into the implementation process of approved projects to incorporate recommendations for low carbon urban mobility and modal interchange improvements is created.

The improvement of the RSES concerns the Regional Policy Objective 176 “10 Minute Town” concept on which SRA developed an action for creating a framework and methodology to assist Local Authorities in undertaking an assessment of their key towns to identify the infrastructural improvements required to ensure all community facilities and essential services are accessible within a 10-minute walk or cycle from their homes or are accessible by high-quality public transport services by connecting people to larger scaled settlements delivering these services.

SRA is the Managing Authority of the two policy instruments, and a wide group of stakeholders has been mobilized to achieve this important goal.

Four good practices shared by the County of Norheim and by the Municipality of Funchal have been of great inspiration for defining the two actions that respectively address the policy instruments identified, as well as several Interreg Europe Policy Learning Platform Conference on relevant topics concerning low-carbon mobility.



Figure 10: Action Plan of the Southern Regional Assembly (PP2).
The complete text is available [here!](#)

County of Northeim:

A new on-demand, health-related, integrated transport service to improve rural transport connectivity for rural citizens with mobility or health issues

The County of Northeim has progressively changed the policy instrument to focus on during the Action Plan development. Initially, they identified the Lower Saxon multi-fund operational programme (EFRE/ESF) 2014-2020) but then they prefer to change since the policy instrument was at the end of its lifetime and the potential results might be scarce. For this reason, the County of Northeim chose another policy instrument active at the regional level: the Regional Transport Plan, managed by the Regional Public Transport Authority (ZVSN), a relevant Stakeholder with which the County has very good interactions and cooperation.

The policy change to focus more on concerns the introduction of an on-demand transport service similar to the good practice Local Link Transport Programme active in the Southern Region in Ireland. The new service aims to combat social exclusion and to improve rural mobility, with a special focus on health-related transport services by improving the linkage between and within towns and villages and with other transport services in order to provide more direct access to workplaces, health services, shops, and educational establishments. Therefore, the action plan proposes an action dedicated to undertaking a revision of the Local Transport Programme incorporating the new on-demand transport service for the County of Northeim to be entering into force.

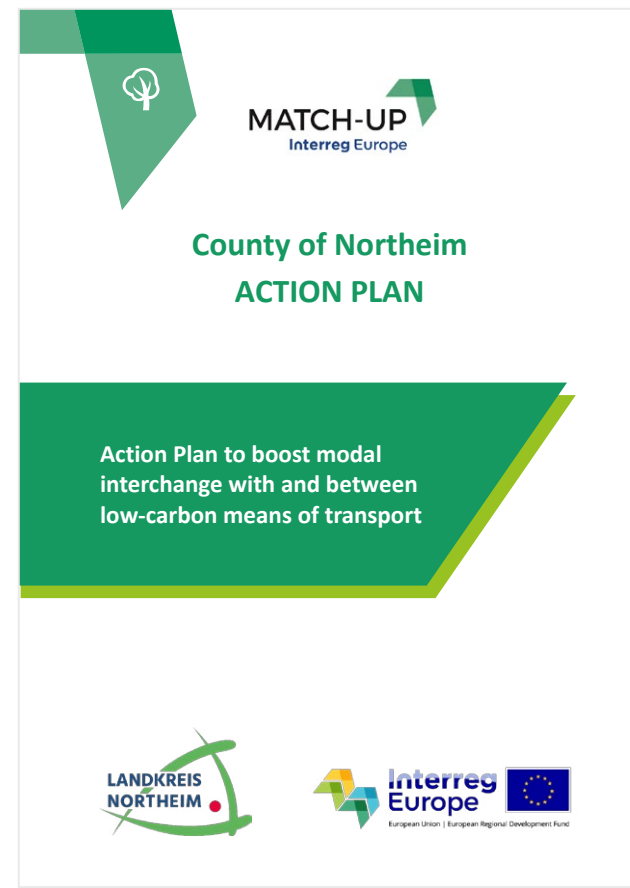


Figure 11: Action Plan of the County of Northeim (PP3).
The complete text is available [here!](#)

Municipality of Funchal:

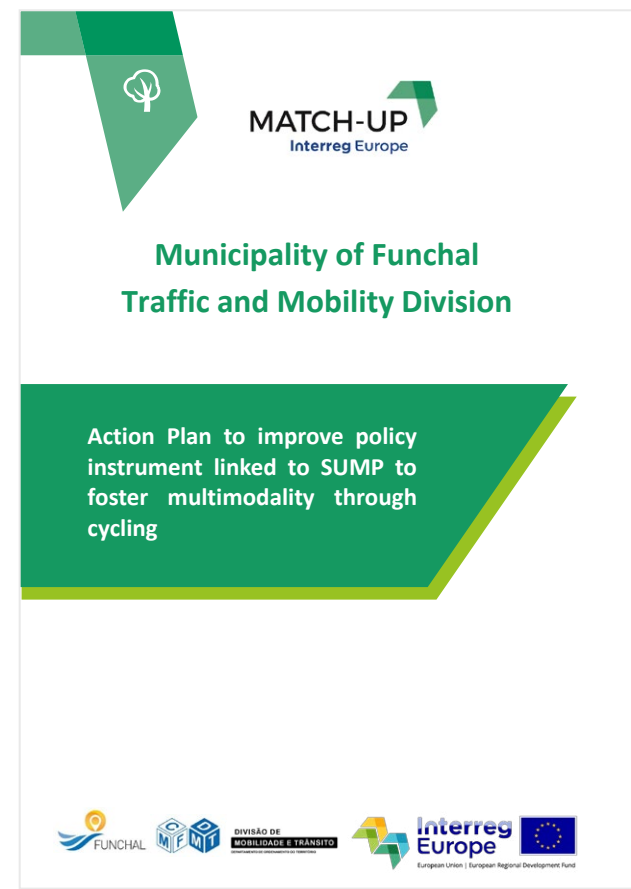
A new cycling planning tool to improve the Sustainable Urban Mobility Plan strategy

The Municipality of Funchal identified the local Sustainable Urban Mobility Plan (SUMP) as the most important policy instrument directly managed by the municipality and dealing with transport and mobility in the area. Despite a clear intention to promote sustainable means of transport, it presents several weaknesses mostly related to the promotion of cycling mobility. The cycling strategy in the SUMP is underdeveloped, therefore, to further outline a more concerted, concrete, and integrated planning approach was necessary to reach better results. The Municipality of Funchal is therefore implementing a throughout revision of the SUMP' section related to cycling through a deep analysis of the cycling conditions to find the cycling potential within the local territory and then to define actions geared at improving cycling.

The contents of this action were mainly inspired by two good practices shared by the Irish Partner and one good practice shared by the municipality of Timisoara, which have been carefully studied during the two site visits hosted by the two mentoring Partners.

The Interreg Europe Policy Learning events complemented the learning process, giving additional insights on cycling mobility promotion and planning. The Municipality of Funchal was able to formally engage five relevant Stakeholders in the implementation of this action towards a concrete policy change.

Figure 12: Action Plan of the Municipality of Funchal (PP4).
The complete text is available [here](#)!



Municipality of Timisoara:

Encouraging bicycle traveling among high school pupils

The Sustainable Urban Mobility Plan (SUMP) for Timisoara Growth Pole is the policy instrument identified by the Municipality of Timisoara as the most relevant for the entire metropolitan area in terms of low-carbon mobility promotion.

The policy change proposed relates to the improvement of the cycling mobility measures already foreseen by the plan with a more integrated approach towards a multimodal transportation strategy, with special attention to the mobility of youngsters. High school pupils are therefore a privileged target group within the proposed action.

Therefore the plan proposes an action that aims at changing the SUMP by revising the current priorities and work interventions concerning cycling mobility, in order to make the entire network more connected with the other means of transports and give priority to those cycling paths that connect high schools.

The action has been inspired by one good practice shared by the Irish Partner that provided good insight about introducing a student-led programme with involvement from the wider community for co-developing cycling mobility services, infrastructures, and consciousness among students and their families.

The action plan has been endorsed by four relevant Stakeholders active in the field of urban and transport planning and management and on cycling mobility promotion.

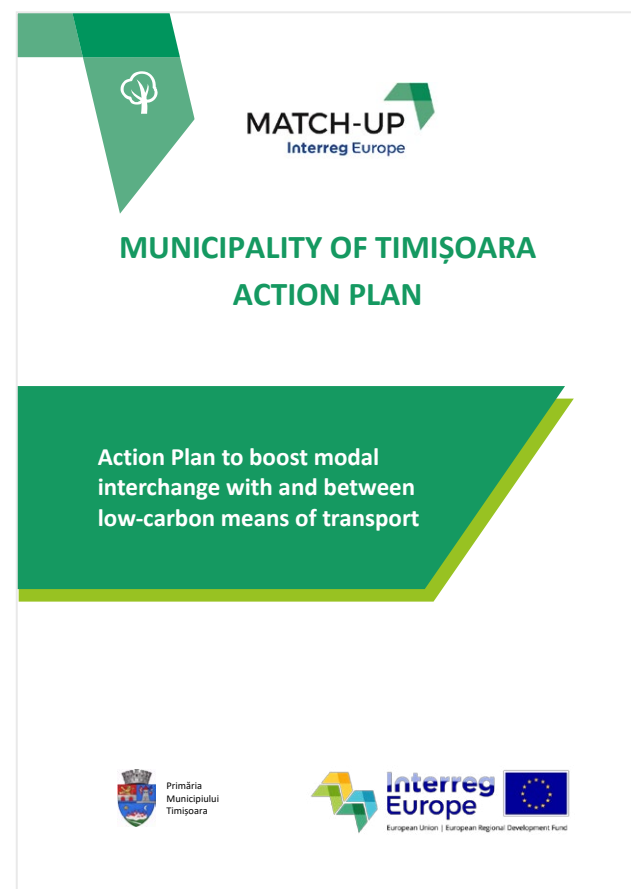


Figure 13: Action Plan of the Municipality of Timisoara (PP5).
The complete text is available [here](#)!



ADDITIONAL CONTENTS

MATCH-UP online videos, photos and infos

1st MATCH-UP Project Video, 2019

> Click [here](#) to go to the video

2nd MATCH-UP Project Video, 2020

> Click [here](#) to go to the video

1st MATCH-UP site visit and staff exchange in Funchal (Portugal), 19-20 February 2019

> Click [here](#) to go to the video

> and [here](#) for more photos

2nd MATCH-UP site visit and staff exchange in Timisoara (Romania), 8-9 May 2019

> Click [here](#) to go to the video

> and [here](#) for more photos

3rd MATCH-UP Site visit and staff exchange in Northeim (Germany), 25-26 June 2019

> Click [here](#) to go to the video

> and [here](#) for more photos

4th MATCH-UP Site visit and staff exchange in Ireland, 14-16 January 2020

> Click [here](#) to go to the video

> and [here](#) for more photos

4 local Policy Analysis Workshop – Stakeholders meeting

PP2 – Southern Regional Assembly (Ireland), 10/04/2019

PP3 – County of Northeim (Germany), 20/05/2019

PP4 – Municipality of Funchal (Portugal), 13/05/2019

PP5 – Timisoara (Romania), 22/05/2019

4 local Transferability Workshops – Stakeholders meeting

PP2 – Southern Regional Assembly (Ireland), 01/10/2019

PP3 – County of Northeim (Germany), 30/10/2019

PP4 – Municipality of Funchal (Portugal), 17/09/2019

PP5 – Timisoara (Romania), 03/10/2019

4 local Planning Games Workshops – Stakeholders meeting

PP2 – Southern Regional Assembly (Ireland), 10/03/2020

PP3 – County of Northeim (Germany), 27/02/2020

PP4 – Municipality of Funchal (Portugal), 07/02/2020 and 10/03/2020

PP5 – Timisoara (Romania), 11/03/2020

4 local Mobility Café – 1st edition (interview videos)

PP2 – Southern Regional Assembly (Ireland), 20/09/2019

> Click [here](#) to go to the video

PP3 – County of Northeim (Germany), 30/10/2019

> Click [here](#) to go to the video

PP4 – Municipality of Funchal (Portugal), 17/09/2019

> Click [here](#) to go to the video

PP5 – Timisoara (Romania), 11/11/2019

> Click [here](#) to go to the video

2 participations to the EU Mobility Week, 16-22 September 2019, with local open events

PP2 – Southern Regional Assembly (Ireland)

> “Race against Rob” competition in Cork – go to the [video](#)

PP4 – Municipality of Funchal (Portugal):

> “Giving Back the Streets to Pedestrians: The Importance of Sustainable Mobility” exhibition in Funchal (PT) – go to the [video](#)



MATCH-UP

Interreg Europe

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